KINGSPORT

Tennessee

THE

PLANNED

INDUSTRIAL

CITY







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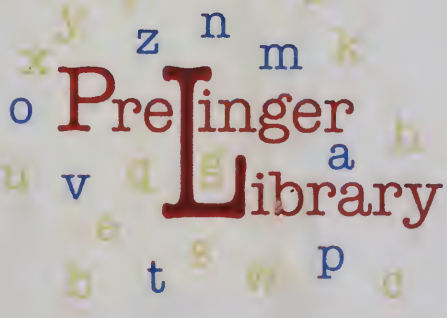


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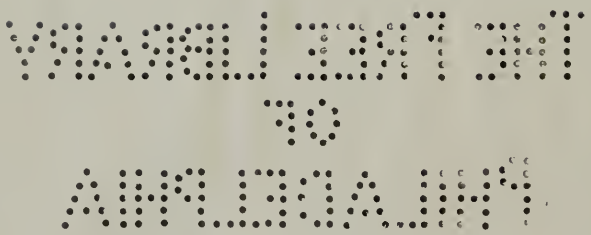
THE PLANNED INDUSTRIAL CITY

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1946

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Kingsport, Tennessee



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Dedicated to the Men and Women
Whose Unselfish Devotion and Unstinted Service
Have Made Kingsport a
Friendly, Happy, Prosperous Community

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FOREWORD

This book is the response to the oft-repeated request of visitors to Kingsport for a concise story of the origin, development and present status of this young and unique industrial community. An earnest attempt has been made to keep it free from any trace of the bombastic and to portray a bit of the real romance which it is believed exists in the hitherto untold stories of business.

Frequently we are asked what motivating spirit has been most apparent in the building of this city of industries, schools, churches and homes. Were I to undertake to define the spirit underlying every step in the growth and development of Kingsport, from the days of its humblest beginnings until now, I could not avoid the assertion that the spirit, if it be a spirit, is one of mutual helpfulness and a willingness to submerge selfish interests beneath the individual effort to assure the greater good for the greater number.

Rotary has a slogan "Service above Self—he profits most who serves the best." Without attempting to eulogize, it is my firm conviction that those words truly epitomize what may be said to be the spirit of Kingsport. It matters not what we endeavor to accomplish, in the words of a one-time visitor to Kingsport

Civic Circle, Kingsport, showing radiation of streets and avenues; grouping of churches.

"the humanics are more important than the mechanics."

So it has been and will continue to be with Kingsport—if it is not good for the community, it is not good for the individual or for the business activity within that community—in that we have a fundamental truth.

J. Fred Johnson

Kingsport,
February 15, 1937

PREFACE TO THE SECOND EDITION

Much has happened to the nations of the world and to the communities of which nations are composed since J. Fred Johnson, "father of Kingsport," penned the foreword to the first edition of this publication. The ravages of relentless war have blasted entire communities and nations from the surface of the globe. In Europe, the cessation of conflict has stimulated the rebuilding of communities on a scale and in a style differing greatly from those ruthlessly destroyed. Were it not for the tragic and horrible loss of human life involved in the destructive processes, the elimination of slum areas with all their disadvantages and the rebuilding of many urban communities might be termed a real blessing to mankind. It is predicted that decades will be endured before the necessary rebuilding is completed. Notwithstanding, all appear agreed in one fundamental precept—to build anew with due regard to the health, comfort and need of people—and on a basis planned for future expansion and development.

Kingsport, like many another American community, did not escape the heavy demands imposed by wartime conditions and the necessity for enlisting every facility in every geographical area of our nation for war production. Kingsport's industries, already established in the front ranks of their kind, were quick to feel the demands upon their facilities and the restrictions necessarily imposed on their manpower and sup-

plies. Early in 1941 the construction of the huge Holston Ordnance Works just west of the city proper crowded the population total to new heights with an influx of nearly 15,000 persons, accentuating the already existing housing shortage, and placing new loads upon the transportation, banking, mercantile, postal, educational, safety, water, power, sanitation and other facilities of the young city.

Fortunate indeed that Kingsport was a planned city with ample room for growth and development. Day by day, as the load increased, the city responded in effort that paralleled the demand, and emerged with each superimposed problem conquered in a practical and satisfactory manner. Through the war years the community spirit has been retained, improved and expanded. Sales of War Savings Bonds, contributions to the Red Cross, Community Chest and Community War Fund, Tuberculosis, Crippled Children, and a host of other agencies, the universal acclaim as to the fairness and strictness of the Selective Service and Ration Boards, and many other activities all attest to a continuing community consciousness.

Once again the wisdom of the diversification of industry in a community has been demonstrated. As each separate industrial establishment met and solved its own peculiar war-time problems the factors of independence with reasonable interdependence became more firmly and durably woven in the industrial fabric of the community.

With characteristic vision and energy, Kingsport has already developed planned expansion among its present

industries, with equally well-planned development of its mercantile and service industries to meet the known deficiencies of the present and the estimated demands of the future. Additional housing and the elimination of the one remaining substandard housing area in the city are even now underway. The facilities of the community hospital (which in truth serves a much larger area) are to be expanded; consideration is being given to additional recreational, religious and youth-serving agencies. The long-planned free city library building, projected as a memorial, is now virtually assured. Another memorial, in the form of an endowment establishing a chair of chemistry at a nearby college is accomplished. Street widening, new street paving, and innumerable additional city improvements are now beyond the planning stage. A War Memorial, in the form of some needed facility for the preservation of historical materiel and to provide new recreational features for the youth of Kingsport, is in the development stage. Abatement and control of dust, ash and smoke is engaging the effort of city and industry engineers and the public.

As Robert St. John, internationally known radio commentator, stated in one of two consecutive national broadcasts made recently (after making a lecture appearance in the city), Kingsport "is the most ideal combination of industry and homes" he had ever seen anywhere—and the people of Kingsport aim to keep it just that!

C. P. Edwards, Jr., Chairman,
KINGSPORT DEVELOPMENT COMMISSION



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PART ONE

KINGSPORT

Text of original edition written by John A. Piquet, contributor to national magazines on the development of cities and regions in the United States. Text for second edition revised by Joseph Hamblen Sears, writer and former publisher. Text for both editions edited by E. W. Palmer, Chairman Rotary Committee on Publication. Photographs by Burr Harrison, Johnson City, Thomas McNeer, Jr., Richard H. Alvey, Ellis Binkley and Bob Delius, Kingsport, and furnished by industries.

Modern fire-fighting equipment


KINGSPORT CIVIC AUDITORIUM

KINGSPORT

Incorporated: March 2, 1917

Government: Mayor, Council (annual salary $100, no expenses) City Manager Plan

City Plan: Dr. John Nolen, Cambridge, Massachusetts

City Charter: Drawn by Bureau of Municipal Research of the Rockefeller Foundation

City Area: Originally set and remains at four and one-half square miles

City Water System: Bay's Mountain Reservoir, installed 1916 (temporarily cut off 1944); Holston River System, installed 1928, expanded 1943 and 1945

Paved Streets: 1936: 21.5 miles; 1945: 27.8 miles

Bonded Indebtedness:	*May 27, 1946*	*Jan. 1, 1936*
City Improvement Bonds	$ 348,915	$ 547,560
Center Street Extension	44,000	
Auditorium and Recreation Center	60,000	
Elementary Schools	150,000 (all)	730,000
Fire Department Buildings and Equipment	57,000	
General Improvement Bonds	12,000	66,000
High School Bonds	4,000	
Gibsontown Sewer Bonds	4,000	
Public Improvement Bonds	230,000	320,000
Parks and Playgrounds Bonds	19,000	
Property Owners' Bonds	91,520	47,960
Stadium Bonds	105,000	
Sanitary Sewer Bonds	1,000	40,000
Storm Sewer Bonds	30,000	
Street and Sewer Bonds	53,000	
Water System Bonds	308,000	726,000
Auditorium and Recreation Center Supplements	63,000	
Totals	$1,580,435	$2,477,520

Entrance to Kingsport Civic Auditorium

Population: (about 4% colored; foreign-born negligible)

	1940 Census	*1930 Census*
Inside corporation limits	14,404	11,914
Outside corporation limits, but served by city *	36,589	12,000
Totals	50,993	23,914
Sullivan County (exclusive of Bristol, Tennessee)	69,085	51,087

Schools:	*1944*	*1937*
Pupils enrolled	3,732	2,890
Value of School Properties	$1,027,231	$988,753

Churches:	*1945*	*1937*
Membership	9,703	5,887
Sunday School Enrollment	5,755	4,017
Value of Church Properties	$1,160,400	$531,890

Hospital:	*1945*	*1935*
Capacity (beds)	147	63
Blue Cross Hospitalization Plan Membership	26,930	

Homes:	*Building Permits issued by City in years 1936–1944 inc.*
Single family	747
Apartments and duplex	155
Low cost units (white)	128
(colored)	56
All other	142

Note: Permits for alterations, repairs and additions excluded

Industries:	*1945*	*1935*
Employees	19,672	3,824
Annual wages and salaries paid	$36,000,000	$3,208,000

Taxes:	*1945*	*1935*
Tax rate per $1,000 of valuation	$ 2.25	$ 2.10
Ratio of assessed valuation	65%	65%
Ratio of tax collection, 10 year average	99.25%	94.18%

General:	*1944*	*1943*	*1935*
Post Office receipts	$ 533,329	$ 537,132	$ 82,494
Bank deposits	$20,300,000	$15,000,000	$3,500,000
Freight carloadings (cars)	68,590	65,700	28,313
Telephones installed and in use	6,700	6,750	1,965

* Estimated from ration books issued in 1944 in Sullivan County (total 84,084) after deducting for Bristol, Tennessee, and Sullivan County populations)

KINGSPORT—THE CITY

Nestling amid the hills of East Tennessee, along the shores of the Holston River, the unique industrial city of Kingsport presents a most interesting panorama to the stranger viewing the scene for the first time. With an elevation of about 1200 feet above sea level, the saucer-shaped city area is completely encircled with mountain ranges towering above the lofty church spires and the industrial smoke-stacks. At first glimpse one realizes that this is no unplanned community allowed to grow in helter-skelter fashion.

A sense of newness is counteracted by an atmosphere of sturdiness; the evidences of modernness with an intermingling of peoples that suggest the possibility of age-old hardihood; the sight of farm wagons and trucks parked side-by-side with dozens of the newest in automobiles and trucks; an ordered activity within the peaceful environment of an agricultural area.

History is often stranger than fiction. A community has grown amid these hills in less than three decades; a prosperous, intensely active city has been built in what was once a quiet agricultural valley by taking advantage of natural resources and in giving desired employment to thousands of worthy native sons and daughters. And in this community are to be found some rather

modern ideas in industrial development and in civic statesmanship.

The site, the people, the diversified nature of the industries, the plan upon which the city was constructed and the apparent harmony prevailing all about, interests and intrigues the visitor and encourages research into the past as well as present conditions. One is immediately impressed with the necessity for knowing more about the beginnings of Kingsport, and in indulging one's fancy a real romance in empire building is uncovered.

Early Years

Howard Long, in his book "Kingsport, a Romance of Industry," states:

"But back of all this, unknown to many of the citizens themselves perhaps, there is a heritage of honor, bravery, romance and colorful setting which would be a pride to any of the oldest cities in the country. Indian braves have hunted wild game and have lit their solemn council fires where the big industrial plants now lift their stacks to the heavens, the feet of hallowed pioneers like Daniel Boone have made their wilderness trails across the meadows where Kingsport now stands. The spots today occupied by business buildings and attractive homes were many times dyed with the blood of pioneer heroes and heroines in the almost continuous Indian wars of the early days, or the blood of other heroes in the Revolutionary War and the conflict between the states—blood that made possible the homes and business enterprises

of today. Presidents of the United States have been entertained there many times, and many of the men and women whose names have held places of honor in the histories of the country have called Kingsport their home."

The name Kingsport became the accepted title about 1774, deriving its designation from Col. James King, who established a mill at the mouth of Reedy Creek in that year. Many have supposed the title came from a desire to name the community for King George of England. Col. King used the Boat Yard, on the south fork of the Holston and just west of the present Kingsport, as a shipping point for iron, bacon, salt and other commodities to towns down the Holston and Tennessee Rivers. In consequence of this, the port became known as "King's Port," later contracted to "Kingsport." Prior to the coming of Col. King, the site had been known by various names. The Indians probably knew it by the synonym, in their dialect, of Peace Island, or Big Island. Early white explorers also referred to it by those same names and as Long Island, by which title the three-mile-long island in the Holston still is designated. In earlier days Kingsport bore the title of Island Flats, Fort Robinson, Fort Patrick Henry, then Christiansville for Gilbert Christian who bought an extensive tract intending to build a town, and for Dr. Frederick A. Ross who established Rotherwood. The Boat Yard appears to have been the generally accepted title until Col. King established his mill. "Dunmore's War," by Twaite and Kellogg, mentions briefly, "King's Mill Station was at the mouth of Reedy

Creek, near the present site of Kingsport, Sullivan County, Tennessee, in the year 1774." Some historians are inclined to credit the "King" portion of the name to William King, of Abingdon, Virginia, owner of the salt works north of that town, who had his salt hauled to the Boat Yard for shipment.

Sullivan County boundary lines were established in 1779 and the county officially organized in 1780. Blountville has been the county seat since 1795. Until 1802, the people of Long Island, and the present area of Kingsport, were unsettled as to what state they owed allegiance; they were successively a part of Virginia, then North Carolina, afterward within the ill-fated State of Franklin, and finally officially in Tennessee.

Much has been written and might be repeated here, if space permitted, concerning historic happenings in and about the present Kingsport. But we must pass hurriedly over more than a century and a half of pioneering and self-reliant mountain farming amid the wilderness of East Tennessee, pausing only to hazard the opinion that, out of those years of privation and pioneering came the heritage of ingenuity, sturdy character and perseverance, so evident today in the native people who make Kingsport their home.

The first white expedition into the Holston valley wilderness occurred in 1748, but it was a full two years later before a permanent settlement was begun, near the junction of the north and south branches of the Holston River, near the site of historic Rotherwood, once owned by John B. Dennis, one of the founders of modern Kingsport. Dr. Thomas Walker, intrepid

pioneer surveyor and explorer, led both parties. In his diary he mentions under the entry of March 31: "We kept down Reedy Creek to Holston where we measured an Elm 25 feet round three feet from the ground. . . ." This elm stood until recent years close by the forks of the Holston.

The coming of the white men across the mountains into the fertile valley of the Holston and their subsequent settlements did not, at first, cause difficulty with the Cherokees who were inclined to be well disposed toward the pioneer settlers. But not for long was peace and harmony to pervade the valley. Early in 1761, hostilities began and until a treaty was consummated with the Cherokees in 1777, whereby they ceded much of their lands, including their tribal jewel—Long Island —the settlers were rarely free from fighting. In fact, even after this episode, sporadic forays of other Indian tribes kept the hardy pioneers busily engaged until as late as 1812.

Despite the imminent danger from the Indians, these not-to-be-daunted empire builders found time to take an active part in the Revolutionary War, notably at King's Mountain, where they assisted nobly in routing the British. It is conceded by historians that in this decisive battle of the Revolution, the dauntless frontiersmen in their homespun clothing and coonskin caps, armed with squirrel rifles, actually won the battle.

In commenting upon the treaty with the Cherokees, whereby the settlers won the rich lands of the valley and the prized Long Island, it is worthy to note that this spot was, even in those days, the cross-roads of



eastern America, for from it radiated the war and trading paths of the Indians, north, south, east and west. Today, with the intersection of two of the greatest national highway systems, the Greak Lakes to Gulf and the Lee Highways at Kingsport, history appears to be repeating itself.

Into this same valley, in 1769, came Daniel Boone from his home in North Carolina. Boone was one of the most colorful figures of the early frontier days. As Howard Long states: "Perhaps there were other pioneers who played just as important a part as Boone in wresting the land from the Indians; but the life of Boone has been, and will ever be, covered with a glamour and romance that place him in a class by himself. For this reason the ground where the foot of Daniel Boone has trod is hallowed ground to the people of East Tennessee and Kentucky. . . . On this trip he passed directly over the spot where Kingsport now stands, thence through Moccasin Gap into Virginia. This route has since been known as the Boone Trail, and markers have been placed along the way. One of these markers—a simple slab of granite with a bronze plate—now stands by the Circle, in the city of Kingsport."

Again quoting Howard Long, we learn something of the ancestry of the early settlers: "they were mostly Scotch-Irish, with some German, French and English immigrants."

Fort Robinson, the Battle of Island Flats, Dunmore's War, Fort Patrick Henry (the second fort on the site of Fort Robinson), Col. William Christian's campaign

Confluence of north and south forks of the Holston River and site of Fort Robinson

against the Indians and many other incidents and battles of the early days are fully recorded in history, as is the part which the pioneers in the Holston valleys played in those tragic and eventful happenings.

Theodore Roosevelt, in his "Winning of the West," mentions the decisive battle of "Island Flats" in 1776, and his description of the battlefield ". . . a narrow strip of bottom, covered by black oak saplings, and lying between two parallel ridges," fixes the spot as the present site of the business section of Kingsport.

It was from a spot on the bank of the Holston, near the present Tennessee Eastman plant, on the morning of December 22, 1779, that a 13-year-old girl, later to be identified as Rachel Donelson, wife of General Andrew Jackson, boarded one of the great flatboats that composed a strange flotilla of thirty boats, to travel down the Holston and Tennessee Rivers, through the wilderness, and up the Cumberland to French Salt Lick in Middle Tennessee.

Among the many illustrious men who either visited or resided in Kingsport in the olden days, including Presidents Polk and Andrew Johnson, none seems quite as near to the people of the Kingsport community as Andrew Jackson, for both Jackson and his wife lived in or near Kingsport in their youth. Jackson boarded for a time with William Cobb, near the Holston River in Sullivan County, and practiced law at the courts of Abingdon and Jonesboro, having been admitted to the bar in the latter place in 1788. Jackson, while the nation's President, frequently stopped at the old Netherland Hotel enroute to and from Washington.

Oliver Taylor, in his historical sketch of the city, wrote: "After the treaty of 1783 there was a long peace. Industries sprang up and farming was carried on unmolested. One of the industries . . . was the powder mill. In 1806 Kingsport had as many as four powder mills in operation for powder then was as necessary in the family as salt. A charcoal iron furnace and iron works were built and the tilt-hammer pounded away along the river. The oil mills turned out at least pure linseed oil. Tanneries made leather to replace rawhide moccasins. The grist mill and saw mill were worked together. Following these, Dr. Frederick A. Ross, a pioneer Presbyterian minister, who inherited a large area in this section, erected a cotton mill at the west end of Long Island, hauling in his raw cotton from Knoxville."

Writing again in his "Historic Sullivan" Taylor says: "The most prosperous industry in Sullivan and East Tennessee was the manufacture of iron. There were twenty-nine furnaces scattered throughout this section. Sullivan and Carter counties had thirteen. The Tilt-hammer iron works, operated by water power at the shoals in Kingsport, thrived for a number of years."

In 1834, Eastin Morris, a Nashville banker, and publisher of "The East Tennessee Gazetteer," referred briefly to Kingsport in his publication: "Kingsport, a post town in Sullivan County, situated on the north side of the Holston River, at a place known by the name of Boat Yard, one mile above the junction with

the north fork,—contains about 50 families, 317 inhabitants, two taverns, two stores, two physicians, one Methodist and one Presbyterian church, and there is a good bridge across the north fork." (It is of interest to note that this "good bridge" disappeared in 1874 and for many years it was necessary to ford the river.)

Chancellor Allison, sometime later, described the village as having "a hatter shop, a tin shop, a tailor, a coppersmith, a wagon maker, blacksmith, shoemaker, and harness and saddle maker."

Other writers, from time to time, referred to Kingsport as being at the head of navigation for Upper East Tennessee and Southwest Virginia; to the "thousands of barrels of salt which could be seen stacked upon the river bank, waiting for tides and flat-boats to carry it off"; to the large mercantile business done there; and to the hemp factory and spinning mills.

Railroads did not come to East Tennessee and Southwest Virginia until shortly before the Civil War, hence King's Port, located on the main post road from Virginia points to those of middle Tennessee and at the head of navigation on the Holston River, developed a real importance as a shipping point. The boats used in those days were of the flatboat type and of rather cheap construction, usually about sixty to seventy feet long. The boats were built at the boat-yard and were invariably sold upon completing the somewhat hazardous trip to Knoxville, a distance of some 242 miles by water. The sale price seldom exceeded five dollars and the crew had then to walk back to Kingsport, or ride the stagecoach. The record walking time for the

homeward trip is said to have been set by one Hezekiah Lewis, who regularly covered the distance in just 24 hours.

Again quoting Oliver Taylor, we find in his "Historic Sullivan": "In the year 1850, when the building of the East Tennessee, Virginia and Georgia railroad was contemplated, some of the promoters . . . wanted the road to go by the present road by Jonesboro. The natural route was by Kingsport. . . . Those interested in the other route approached the people of Kingsport with a proposition. They said . . . 'You have a river for your transportation, give us the railroad and we will see that you get an appropriation for cleaning out a channel in the Holston that will make it navigable for steamboats.' They even went so far as to send two steamboats up there to prove the feasibility of the plan. The 'Mary McKinney' and 'Cassandra' puffed into port. . . . The boats came in on a tide and as they had not counted on the rapid ebb of this mountain river, the receding water left them grounded on a sand bar. The event was exciting and served the object of the promoters' efforts. . . . The railroad went by Jonesboro, but the river appropriation never went anywhere."

With the coming of the railroad to Bristol, the shipping business waned and eventually declined to a point where it was virtually abandoned.

The Netherland Hotel

With the importance of Kingsport as a post town and a shipping and trading point, came the necessity



for suitable accommodations for travellers. Richard Netherland, big land and slave owner and a man of consequence in the community, built the awkward but impressive structure of frame and stone, in 1811. Today, amid the modern homes which adjoin it along the modern Lee Highway, it seems a bit out of place, yet proudly holds its place, marked by a suitable bronze tablet on an outer wall.

The Netherland Hotel, known today as the "old Tavern," was in those days the haven of rest for Presidents, statesmen, military officers, business men and other travellers. President Andrew Jackson, on his trips from the Hermitage at Nashville to Washington, and on the thirty-day return drive by coach, frequently spent several days here. Similarly, Presidents Andrew Johnson and James K. Polk made it a stopping point.

Rotherwood

The stately country estate, now a part of the Holston Ordnance Works (soon to be sold by the U. S. Government), located on the west bank of the Holston, overlooking the confluence of the two forks of the river, has had a romantic and epochal history directly connected with the early industries of Kingsport and later with the actual building of the present city.

The original home, built in 1818, by Dr. Frederick A. Ross, a Presbyterian minister, was located across the Lee Highway on the terraced slopes still visible from the road, and was burned in the last year of the Civil War. The present home was reconstructed in 1850 by Dr. Ross for his daughter Rowena, later Mrs. Edward

The Netherland Hotel as it stands today





Temple, by combining two parallel houses which had been standing on the present site since 1823.

Dr. Ross was born at Cobham, Cumberland County, Virginia, in 1796 and at the age of 21 became heir to a large estate, heavily encumbered with debts. Young Ross had visited the family lands in Hawkins County, Tennessee, just over the Holston from Kingsport, and decided to settle there. Here he built his home, the original Rotherwood, named by him for the castle of Cedric the Saxon in Scott's "Ivanhoe"—a book of which he was particularly fond. To this home he brought his bride in 1823, Miss Theodocia Vance of Jonesboro. Two years later young Ross was ordained to preach and for many years served as a minister, never asking or receiving compensation.

Ross also built a bridge across the North Fork River, since known as the north fork of the Holston, at almost the identical spot where the bridge stands today.

Dr. Ross became interested in various manufacturing enterprises, none of which appear to have been overly successful. Finally, he began the culture of silk worms and the manufacture of silk. As Howard Long puts it: "The rather uncertain success which attended this venture added to his zeal along the line of manufacturing enterprise, and consequently, about the middle of the nineteenth century, he risked his whole estate in a cotton factory, allied with partners who were probably just about as visionary as himself. The factory was built on the bank of the North Fork River, just above the 'Old Elm' and the bold spring at its foot. (The elm and mill no longer stand) . . . But the mill itself was

Present-day Rotherwood: top, fronting on river; lower, rear view with formal garden



a failure, which consistently lost money for its founders from the first turn of its water-propelled wheel. The cumulative result of it all was that in 1852 the master of Rotherwood lost his entire magnificent estate."

The estate and stately Rotherwood came then into the hands of Joshua Phipps. Early in the twentieth century it came into the possession of the Kingsport Farms, Incorporated, (later the Kingsport Improvement Corporation), and was for a time owned and occupied by John B. Dennis, modern Kingsport's founder and greatest benefactor. During his ownership prior to 1941, needed repairs and renovations were made; a new entrance to the grounds and a sunken garden constructed, together with new servants' quarters, but the old charm of both exterior and interior had been studiously preserved. During World War II, stately Rotherwood provided residence for the manager of the huge Holston Ordnance Works, built by the United States Government on what was Rotherwood Farm. With the ending of World War II it is to be sold.

The Civil War and Industry

True to their predominating Scotch-Irish ancestry, the people of East Tennessee and Southwest Virginia have been, and still are, an indomitable race, home-loving, peaceful and patriotic. At the same time they have been quick to rally to the support of what they have considered a just cause.

During the years of the Civil War, the peoples around Kingsport were torn between two allegiances —to that of their Federal government, and to the cause

The Old Elm: showing old cotton mill (neither now remains)

of the South of which they were such a rooted part. The problem was a difficult one and could be answered only on an individual basis.

Howard Long sums it up most ably when he says: "For four years the village of Boat Yard, or Kingsport, which for a long time had known only friendship and contentment, was torn by hatred, distrust, military raids, and the anguish of want, suffering and death. The plough stood forgotten in the furrow, the infant factories long the Holston, with the exception of the powdermills, stood idle and neglected, and forgotten too was the busy shipping industry on the river."

While there were a number of skirmishes about Kingsport during the period of the war, there was but one engagement that might be dignified as a battle. This was the battle of Rotherwood, which occurred on December 13, 1864, at which time the Federal commander, General George Stoneman, leaving Knoxville with a force estimated at five thousand and marching easterly, overtook a small detachment of Confederate troops under the command of Col. R. C. Morgan, at the forks of the Holston. After nearly a full day of fighting, the federal officer sent a flanking party across the north fork of the river, a considerable distance above the junction of the two streams, and after a masterly defense on the part of the small Confederate band, succeeded in capturing the entire contingent. General Stoneman and his men continued on to Bristol, where they captured more prisoners, destroyed the railroad tracks and depots, and seized stores of food and ammunition.

Industry Slumbers

As might naturally be expected, the war left the Kingsport community broken in spirit, demoralized socially, disorganized and paralyzed from an industrial, shipping and agricultural standpoint. Farms were neglected, run-down and with no slaves to work them. The new railroad from Knoxville to Bristol, by way of Jonesboro, had virtually ruined their shipping business, as it had put to an end the usefulness of the stage coach and Kingsport's importance as a post-road town. Stunned by the cumulative conditions, the once lusty infant industries had drooped and died during the war, and no one seemed to possess the means or ability to resuscitate them.

The once active community, denuded of those vitalizing forces of business which had stimulated its progress, gradually fell into a deep and devastating sleep—a slumber that was to last until the roar of the first locomotive on the newly completed Carolina, Clinchfield and Ohio Railroad (now the Clinchfield Railroad), as it crossed the peaceful valley near the long disused Indian War Trail, was to give portent of a new and mightier attempt to build an industrial Kingsport far beyond the comprehension of those first pioneer industrialists.

History records but one notable attempt, during those three decades of slumber, to start industry anew. Sometime after 1885, two brothers, David and William Roller, joined with C. N. Jordan in establishing a brick and glazed tile plant at Kingsport, which, because

of its later origin, might be considered the predecessor of the present General Shale Products Corporation. The Roller Farm (now owned by C. P. Edwards, Jr.), across the Holston from the old boat-yard, is still one of the finest agricultural properties along the river, extending to the foot-hills of adjacent Bay's Mountain.

Nearly a century and a half had passed into history when the railroad, in 1895, flung its steel bordered path, much as the pioneer explorers had hewn their trail, across hill and valley, land and water, but the objectives were identical—to open up a new section for the betterment of humanity, and in the process to tap the undisturbed natural resources lying inert, ready for the hand of man.

The Railroad Arrives

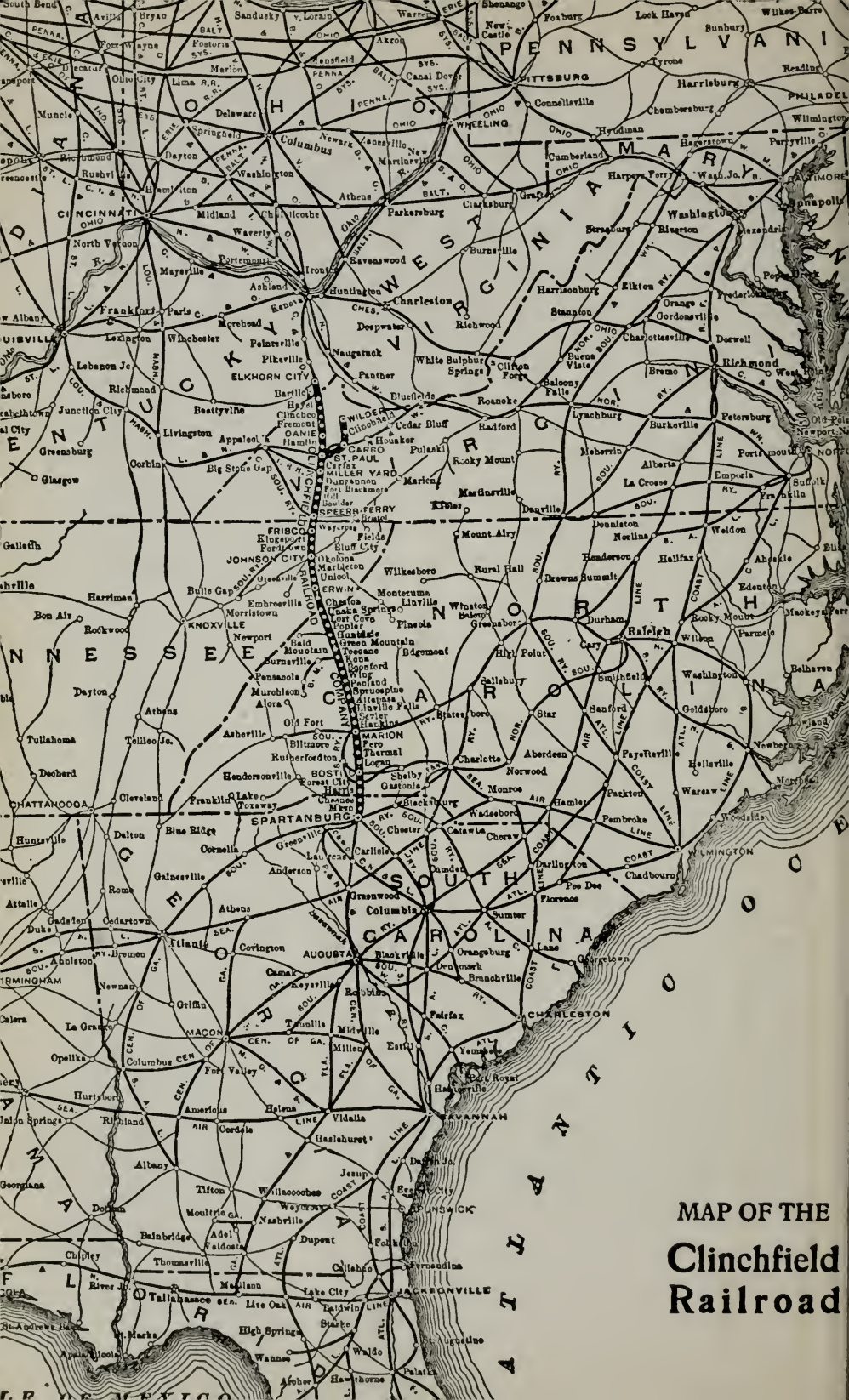
As far back as 1832, John C. Calhoun advocated the building of a railroad from Charleston, South Carolina to Cincinnati, Ohio, and in 1836 a company was formed for that purpose. After making extensive surveys and constructing eighteen miles of road in South Carolina, the project rested until 1887 when other capitalists, led by a former Union soldier, General John T. Wilder, organized a new company known as the Charleston, Cincinnati and Chicago Railway, with the intention of constructing a road from Charleston to Cincinnati. Again surveys were made and this time two short stretches of road actually built; one strip in South Carolina, another in Tennessee just south of Johnson City. Failure of the English bankers backing the project forced a suspension of construction. Sold under fore-

closure proceedings, the property changed hands, a new company was formed titled the Ohio River and Charleston Railway Company, which built another short strip of road, this time extending the line which had reached Chestoa, Tennessee, southward to within five miles of Huntdale, North Carolina.

In 1902, George L. Carter (himself a native of southwest Virginia and whose death occurred during December, 1936) and associates acquired the road, organized a new company, bought immense tracts of coal land in what has become known as the "Clinchfield Section," and extended the line from Huntdale to Spruce Pine, North Carolina.

The year 1905 marked an epoch in the history of Kingsport. During that year Mr. Carter interested the present owners, through Blair and Company of New York, in the possibility of completing the project and it was at this point that John B. Dennis, himself associated with Blair and Company, took over the building of the present Carolina, Clinchfield and Ohio Railroad, today The Clinchfield Railroad.

Fortunate indeed, were the fates that placed the ultimate completion of this long contemplated railroad in the hands of an industrialist as well as a builder of railroads, for Mr. Dennis envisioned not only the completion of a railroad that would tap the extended, and as yet untouched areas rich in natural resources, but planned the development of industrial communities along the route to provide employment for many thousands and to furnish profitable tonnage for this new enterprise.


MAP OF THE
Clinchfield
Railroad

From the day his hand first touched the helm, his leadership, his planning and his undaunted courage carried the entire undertaking steadily forward, despite many a handicap that would have deterred one of less resourcefulness. Right here, it might be said, was the crucial point in the future of Kingsport, for had not the Clinchfield Road been completed north from Johnson City to connect with other trunk line railroads, Kingsport could not have become the industrial city it now is. It should be remembered that in 1905, in fact until as late as 1925, there were no highways capable of supporting the huge motor transports which today vie with the railroads in handling freight. There had to be a railroad or there would have been no Kingsport.

By 1909, the road had been completed from Dante, Virginia, to Spartanburg, South Carolina, the present southern terminus of the Clinchfield, and by 1915 it had been completed from Dante to Elkhorn City, Kentucky, thus connecting the entire territory with many trunk line railroads in the distance of 277 miles from Spartanburg to Elkhorn City and providing adequate transportation facilities for an hitherto unserved section.

With the bringing to Kingsport of the railroad in 1909 came the awakening impulse that was destined to stir the slumbering valley of the Holston into pulsations of new industrial life, the results of which are, even now, only partially visible in the lusty and rapidly growing Kingsport. In the bustle of growth this impulse has been forgotten. Coming years will demonstrate the full value of this impetus.

Map of the Clinchfield Route and connecting lines

The Clinchfield Railroad completed beyond Kingsport, with the prospect of an early completion of the entire route, Mr. Dennis and his associates turned their minds to the development of industry as a means of creating communities along their railroad.

At that time, just 36 years ago, the present Kingsport was little more than a wide expansion of meadow land 1200 feet above sea level, encircled by wooded ranges, protecting it from wind and storm and giving it a uniformly equable climate. True, to the west of the railroad and along the river, there was a cluster of old homes in what is now called Old Kingsport, but those homes and their location left much to be desired as a possible site for civic development. The railroad station in those days was merely a decrepit box car, stripped of its trucks and reposing serenely on posts, near the location of the present freight station. Of highways as we know them today, there were none. The common mode of travel was on horse or mule-back, or by wagon —even the T-Model Ford was an uncommon sight, and only then where there were good dirt roads.

But the eye of the engineer and the mind of the empire builder see beyond the immediate limitations and hazards; those eyes envision and that mind plans years into the future and comprehends what can be made to result from using the facilities at hand, molding them to fit into the master plan of a community that shall rise upon virgin soil.

Here was an admirable natural location for a city

and with it, within easy working distance, a wealth of almost untouched natural resources—virgin tracts of timber, immense supplies of shale, limestone and silica, other rich mineral resources, with the coal fields of Virginia and Kentucky close at hand; transportation facilities for shipping manufactured articles to the markets of the country; and an almost 100 per cent pure American population, which for nearly two centuries had been hewing out its own destinies, unaided, and eager for the opportunities for greater development.

Of these native people, Howard Long has this to say: "Perhaps to this latter consideration was attached more significance than to all the other factors combined, for the city builders, in their preconceived ideas of an ideal community, were not unmindful of the fact that after all, people, not buildings and streets, make a city. The same moral stamina which enables people to wrest a wilderness from the hands of savages in a pioneer age, . . . will make industrial empire builders in a commercial age."

And thus industry began again along the banks of the Holston, stimulated by a new generation of the same sturdy, dependable pioneers that originally populated the valley, guided this time by minds made practical by experience, and backed by the financial resources necessary to insure permanent success. Above all, and intermingled with each projected activity, was the prior planning and fitting of each component part into the structure of the modern industrial community.

Many visitors to Kingsport have termed it a "unique" industrial community. Its uniqueness, if such be the correct term, lies principally in the assemblage of a group of industries, both large and small, by careful selection; rigid elimination of the undesirable, either from type of product, management or danger of operation; strict adherence to the rule of maintaining diversification; a careful avoidance of attempting to crowd in industries beyond the supply of labor available in the immediate vicinity, merely for the sake of preventing some other community from securing such an industry; and finally, the practice of endeavoring to interest industries that are both independent and interdependent of each other (as to raw materials and products), with a willingness to work together for the general good of the entire community and its inhabitants.

As might be anticipated, the first industries located on the site of the planned community, were those which employed the readily available natural resources. First came a cement plant, then one to make brick; after those an extract plant, followed later by a tannery. Meanwhile, an ample community power plant was built to furnish electricity. By 1917, a hosiery mill and a pulp mill had been installed, followed in 1920 by a methanol (wood alcohol) distillation plant, and in 1922 by a book manufacturing and bookcloth making establishment, which brought also the inclusion of paper making equipment by the pulp mill. In 1924 came a cotton spinning and weaving mill, a belting plant and shortly thereafter, manufacturers of glass,

bookcloth, weavers of broad silk and other hosiery knitting plants. In 1932 the methanol plant added the manufacture of acetate yarns, plastics, the processing of timber and lumber, box-shooks, and many other products. With these major industries have come useful smaller businesses.

Thus, from 1909 to 1945, was the industrial fabric of Kingsport woven. Missing are many of those major industries of the stirring days of 1806 to 1865, but in their stead are to be found modern plants, of size and capacity that fire the imagination and thrill the visitor. Here is a planned balance between industries great and small; of those which employ largely men, those that employ mostly women, and those which employ both; of those which need workers to do the simple and less technical operations, and those requiring the highest form of craftsmanship in their production; an evenly balanced diversity of employment making for greater stability of earning power and equal opportunities for all workers.

Upon this industrial foundation has been built a city, the story of which has been characterized by many writers in words similar to those employed by the New York Times in reviewing "Kingsport, A Romance of Industry" by Howard Long: ". . . here is one of the marvelous stories of the Western World, because along with rapid and immense commercial development has gone, . . . the definite purpose of making a clean, wholesome, beautiful city of healthy, happy, busy human beings all cooperating in the general welfare."



KINGSPORT—THE COMMUNITY

Approaching Kingsport over the Lee Highway from Bristol, Tennessee-Virginia, or over the Great Lakes to Gulf Highway from Kentucky and Virginia, the visitor travelling by automobile is treated to a panoramic pre-view of the community that is thought-provoking.

Accustomed as one is to older communities in which little or no planning was possible, or if possible was not attempted, the first impression of Kingsport is that of a young city, the building of which was accomplished by a definite, predetermined planning, setting aside particular areas for residential, business and industrial development with due forethought and restriction for ample school sites surrounded by adequate parks and playgrounds.

One instinctively misses the usual crowding together of homes and factories, of schools and business establishments, on congested, narrow streets with a lack of space, light and air. Here, one's first impression is one of space—of air and sunlight. One looks in vain for the usual conglomerate mass of stores of all sizes and shapes, cheap hotels, imitation skyscrapers and peanut stands found in some cities, all crowded together and all leaning over narrow streets in which a confused swarm of traffic travels at a snail's pace to get nowhere. Nor does one see nearby the customary slums, interspersed with factories or with the melancholy remains of weatherbeaten mansions.

Upon inquiry, one learns the reason. Here is a com-

Civic Circle, Kingsport

munity that was planned in advance, before a store, a factory or a home was built.

Planning the City

Back in 1915, when the vision of an industrial community was first projected, it was apparent that this site, unhampered by previous plan or buildings, provided an ideal opportunity to avoid the common errors in community growth, and to develop a city layout that would permit expansion for many years to come, without disturbing or distorting the original conception. Accordingly, Dr. John Nolen, eminent city planner and engineer, of Cambridge, Massachusetts, was engaged to plan a city that should eventually house at least fifty thousand people, with many industries and business establishments to provide employment and the servicing for such a metropolis.

Those interested will find depicted on the inside front and back cover pages of this modest book, graphic views of the entire Kingsport area, including the city proper. From these a comprehensive idea may be obtained, not only of the actual engineering layout of the city, but of the topography of the country as well.

Dr. Nolen was given a free hand in his planning. His first consideration was the locating of residential areas employing the higher altitudes, with the finer outlooks and the better drainage, away from the dust and noise of the industrial and business sections, wherever possible. The level tract between the higher elevations assigned to residential sections and the long level meadows along the railroad and the south fork of the

Holston River designated as industrial sites, was laid out for the business section. The industrial plants would require large, reasonably level sites for their buildings, accessible to water, transportation and to the business section, within easy travel of the residential groupings. This three-way planning, adapted to the terrain of the country, proved an admirable grouping.

Obviously, this was but the merest skeleton of the ultimate plan. Broad avenues were laid off with ample parkways, designed for beauty and a practical assurance against lack of parking facilities. Attractive sites, with ample acreage, were set apart for schools, churches, parks and playgrounds—an important adjunct in the developing of citizenship. A hospital site was set-off and it is worthy of note that in 1935, just twenty years later, a beautiful and strictly modern city hospital was constructed on this very site, saved for that purpose all these years.

The business section is in almost the exact geographic center of the city. The main artery of the city, starting at the railroad station and traversing the center of the business district, extends about a quarter of a mile, to a gently rising eminence, at which point is a street encircling a small park. From this circle six streets radiate, not unlike the spokes in a wheel, and other streets, following the circumference of the original circle, in turn encircle the city in gradually widening arcs, until the terrain prevents a continuance and the outlying streets resume more regular directions.

In the beginning provisions were made for the concrete paving of all streets within the city proper, with



requirements for concrete curbs, walks, storm and sanitary sewers and for seeding and planting the parkways along both sides of every street and avenue. Sensible building restrictions were imposed and an experienced landscape architect engaged to supervise the planting of all street parkways, public parks, school plots, etc.

City Government

Desiring to have nothing short of the best form of municipal government, the early projectors of the city prepared a charter embodying their ideas of the form and scope of government the new city should have and submitted it to the Bureau of Municipal Research of the Rockefeller Foundation for their criticism and improvement. This institution, having made an exhaustive study of city charters all over the world, was able to make many suggestions for improvement. Features which might have been tried, but which had proven failures elsewhere, were discarded and practical substitutions made. The wisdom of such careful planning has been demonstrated since.

The charter was approved by the Tennessee General Assembly and the Governor in March, 1917. This charter provides for the operation of the city manager form of municipal government, with the people electing five aldermen by popular vote, two and three being elected alternately in biennial elections. These aldermen in turn elect one of their own number as mayor and also appoint the city manager. The city manager selects the heads of the various city departments—finance,

Municipal Building: city offices, public library, police department, city jail, court house.





legal, police, fire, health, public works and utilities. The board of mayor and aldermen also appoints the board of education and this board appoints the superintendent of schools, who in turn employs the principals and teachers in the school system. The board of education also selects the trustees of the public library. The board of mayor and aldermen likewise appoints a city judge to preside over the municipal police court.

Kingsport was the first city in Tennessee to adopt this form of government. Since its adoption several other cities have adopted the same plan.

The city offices, the city court, the jail and the public library are all housed in the central city building, most conveniently located one block from the main business street.

Water Supply

The original water system for Kingsport was a gravity reservoir on top of Bay's Mountain. The water as impounded in this reservoir was limited by the height of the dam to one hundred thirty million gallons. This gave a domestic supply to approximately ten thousand people and was very satisfactory up until 1926 when it became evident that a greater supply would have to be obtained and after a long study by consulting engineers, hired by the City, who are experts in the line of water production, it was decided to take the water from the south fork of the Holston River above all the then existing plants. A pumping plant and filtering plant and water treatment system was installed that had a capacity for filtering two million gallons per day. In 1942 the population of Kings-

Municipal Water System: (1) *Pumping Station;* (2) *settling, filtration and treating basins*


CRASH ARTISTS
Ford

port had so greatly increased that it became necessary to enlarge the filter plant to double the original capacity. This work was completed in 1943 except that under government restrictions it was not permitted to equip all of the facilities and only one filter bed was equipped, the second being left for future completion. The fourth filter bed, providing a capacity for four million gallons per day, was completed in 1945. The presently operating filter beds provide more than adequate supply for current demands and it is hoped that no further additions to the filter plant will be required for the next four or five years.

The Bay's Mountain Reservoir was completely shut off from the system on July 31, 1944.

Treatment of the water taken from the Holston River is complex in that more and more pollution of the south fork enters the river from above the City but the State Health Department has regularly inspected and approved the water supply so secured and complimented the City on the quality of water furnished to the people of Kingsport.

The steady increase in the number of consumers and in the volume of water supplied is shown in the following table:

Year	*Number of Consumers*	*Gallons of Water Pumped*
1927	1,957	
1937	3,532	417,430,000
1940	4,389	501,640,000
1942	4,996	605,770,000
1945	5,779	974,690,000

Railroad Station, The Clinchfield Railroad





Much of the increase in the number of water consumers and in the total gallons supplied has been the result of extending the City's water mains to the environs of the City, outside the corporation area, which areas directly affect the health condition of the City. At present, City water is being furnished outlying areas as far east as Hillcrest and as far northwest as Lynn Gardens and as far south as Holston Hills. About one-third of the total consumers currently supplied live outside the corporate limits of the City. It is believed that this policy should be continued as a protection to the health of the community; areas outside the corporate limits have demonstrated a steady tendency to increase in population much more rapidly than areas of equal size within the corporate limits.

Fire Protection

Water for fire fighting is available from a never diminishing supply. The fire hydrants are attached directly to the high-pressure mains which are fed from two sources, one being the pumping station which supplies water for the entire city, the other being a one-million gallon gravity reserve tank which insures adequate pressure should the pumping system fail temporarily.

Fire alarms are received by telephone at a central fire station manned by full-time, paid personnel. The headquarters fire station is connected by direct telephone with a newly built and thoroughly modern station located in the north-easterly residential section of the city. This new station has dormitory facilities for twelve

Fire Department: (*1*) *Central Station*, (2) *New Station*





men, a comfortable reading room and adequate dining room and facilities.

The Fire Department has five pieces of up-to-date automotive fire-fighting apparatus, including a sixty-five foot hydraulic aerial ladder truck capable of providing rescue service from six-story buildings. The Department is equipped with every modern means and apparatus for the protection of life and property from fires originating from any cause. A full training program is continuously employed to maintain high efficiency among the fire-fighting staff.

In addition to the facilities furnished by the City, every industrial plant in the city maintains auxiliary fire-fighting equipment, sprinkler systems, safety programs and their fire-fighting technique is supervised by and coordinated with that of the City Department.

Police Protection

Few cities the size of Kingsport maintain as complete a system of police protection as is found here. Uniformed patrolmen, operating on a basis of three eight-hour shifts, provide adequate protection in the business and nearby residential districts. Further protection is afforded by several auto cruisers and a fleet of motorcycles, all equipped with two-way radios. Traffic is controlled by automatic signal lights augmented by traffic officers wherever necessary; in addition the entire city has been placed under a system of 'STOP' and 'THROUGH' streets, appropriately marked with clearly discernible official marker-signs at all highway intersections, reducing greatly the accident factor.

Kingsport was one of the first among modest sized cities to install fingerprint records and maintain a fingerprint division. In addition to a modern and thoroughly complete fingerprint system, the Department also operates its own photographic laboratory. Felony cases are fully investigated by a trained member of the Fingerprint Bureau, operating in plain clothes. Close liaison is maintained with the Federal Bureau of Investigation.

Kingsport received a national award for its traffic safety record for the year 1944. Juvenile delinquency is recorded at a much lower scale than in most cities of comparable size and steps are now being taken to further minimize and prevent delinquency in both youth and adults.

Construction has been started on a permanent station for the State Highway Patrol, located at the junction of Highways 23 and 81, on the highway leading to Johnson City. The City Department works in full cooperation with the State Highway Patrol particularly with respect to traffic problems and violations apprehended on the State highways providing entrance and exit to Kingsport.

Educational System

"People, not buildings, make a city" wrote Howard Long in his book on Kingsport. Evidences of the recognition of this vital truth are found throughout the community and most particularly in the planning and development of the city's educational system.

Realizing the opportunity which existed for avoid-

ing the mistakes so common in communities where educational facilities and policies have been developed *after* growing pains were encountered, the foresighted leaders in Kingsport decided to carefully plan their educational program *before* the growth of the school population presented the necessity for constant change. Likewise, realizing the value of expert counsel, they turned to the officials of Columbia University for guidance in projecting an educational program that should provide for expansion and modernization as time and experience directed.

Again, in the planning of the city, foresight was demonstrated in allocating school sites throughout the city, although many of them would not be utilized for several years, perhaps never. Sensible allowance was made for the school population that might be logically expected to appear eventually in a city of the size contemplated. In each school site was allocated sufficient land, (from four and one-half to nine acres), to permit the building of ample playgrounds, athletic fields and space for flowers, shrubs and trees. The sites were placed convenient to residential areas, but away from the business and industrial districts, thus insuring an abundance of sunshine, fresh air and quiet surroundings. Schools oppressed by the din of traffic, the smoke of factories, or the crowding of nearby stores and homes are absent here—the surroundings of all school buildings are conducive to the health and safety of the children. The park and playground areas around each school afford opportunity for play as though in the deep country-side.





From an architectural standpoint, the community's school buildings give evidence of careful planning, wise choice of materials and a sense of the artistic. All buildings are of brick and concrete, fireproof, modern in layout and equipment. The High School especially is an outstanding example of school architecture, as are the new Junior High and the newest grade school. In the High School and the Junior High School are commodious classrooms, large auditoriums, gynasiums and a full complement of laboratories and other teaching facilities. In the newest grade school have been provided special rooms and facilities for classes in special subjects and for the care of those backward students which present a problem to the teachers in all communities.

From the educational standpoint, Kingsport fully appreciates the importance of the teacher as a giver of information and an exemplar of ideals.

"When one considers the fact," stated J. Fred Johnson, an outstanding civic leader, "that a teacher is giving instruction to thirty children or more, then it follows that it is thirty times as important to find a good teacher as it is to find almost anybody else."

This observation reflects the desire of the community that its children shall have the best possible start in life. In the twenty-eight years of Kingsport's schools, no teacher has been chosen for political reasons nor have any had to resort to political intrigue to hold their positions. Merit is the sole test.

The high degree of educational preparation required for a teaching position is evidenced by the fact that of

(1) *Dobyns-Bennett High School;*
(2) *Junior High School*





the 138 teachers in the city's schools, 118 have had college or university training. Although the majority of the teachers come from the Kingsport region and nearby localities, a number are recruited from distant states for certain specialized knowledge, or to give adequate representation to outside points of view.

Emphasis is laid on practical as well as cultural subjects. High school girls are required to attend classes in cooking and sewing. For boys, manual training and mechanical drawing are obligatory. In addition, there are courses in home economics, business methods, thrift, chemistry, architecture, public health, and home decoration, as well as in English, mathematics, music, the languages, and other customary subjects. Hygiene and physiology are taught by competent physicians.

Practical education is also carried on by the local industries. The distance of the city from large industrial centers made it necessary for the local manufacturing plants to train their new workers. Foremanship training courses have also been given. In many Kingsport plants, practically the entire force of workers and supervisors are local people who have received their instruction in the plant in which they work. Only a few officials and technical experts have been brought in from outside. Opportunity is therefore present for workers to learn on the job and to advance themselves.

In cooperation with the University of Tennessee, at Knoxville, several of the industrial plants have instituted the plan of training university students in pairs, alternating three months each, first in the plant and then at the University. Such students are drawn largely

Schools: (*1*) *Lincoln*, (*2*) *Washington*







from the schools of Engineering and Chemistry at present. Opportunity is thus given deserving young men to earn as they learn and the industry profits eventually by securing graduate students already trained in their particular industrial requirements.

When modern Kingsport was first laid out the only education in the vicinity was provided in a single school, which had one teacher and 32 pupils. The term lasted only four months and the total expenses were under $200. To-day there are several great modern buildings in which nearly 3800 children receive instruction for the full school term. The annual educational budget for 1945 is $285,032.86.

Due emphasis is laid upon school athletics. From Kingsport's High School football teams young men have gone to colleges and universities, there to distinguish themselves not only in scholarship, but in athletic prowess. The names of Bobby Dodd, Paul Hug, Albert Agett, Bobby Peters and Bobby Cifers are already well known in athletic circles, while new names are appearing each season. Baseball, football, basket ball and track are actively a part of the program. A bandmaster is engaged on a full time basis and the High School Band is known throughout the South, having participated in many contests, earning deserved recognition.

Religious Atmosphere

As the visitor to Kingsport stands at the Civic Circle, at the head of the main business avenue, and gazes about, four imposing church edifices grouped around

Schools: (*1*) *Jackson*, (2) *Lee*, (*3*) *Douglas* (*colored*)

KINGSPORT PUBLIC SCHOOLS

Ross N. Robinson, Superintendent

School	*Principal*	*Grades*	*Pupils*	*Valuation*
Dobyns-Bennett	Kenneth E. Pitts	9th to 12th	860	$252,000
Junior High School	Mrs. Volla Roller *	7th & 8th	591	257,000
Lincoln School	Miss Evelyn Sandusky	1st to 6th	861	143,000
Washington & Lee	(none designated)	1st to 6th	644	177,154
Jackson School	Miss Mabel Doggett	1st to 6th	558	111,046
Douglas School	V. O. Dobbins	1st to 12th	218	48,553
		Totals	3,732	$988,753

* acting

Teacher Employment and Training

Employment

	Men	*Women*
Elementary Schools:		
White	3	86
Colored	0	6
High Schools:		
White	9	25
Colored	2	0
Actual positions maintained: *		
Elementary Schools		95
High Schools		36

Training

	College and University Training				
	Over 5 yrs.	*Graduates*	*3 yrs. Coll.*	*2 yrs. Coll.*	*1 yr. Coll.*
Elementary:					
White	7	65	11	10	2
Colored	0	6	0	0	0
High Schools:					
White	19	19	0	0	0
Colored	0	2	0	0	0

* Due to changes in personnel a total of 101 Elementary and 37 High School teaching personnel was employed during the current school year

the upper segment of the circle, catch the eye. Inquiry develops the information that within the corporate limits of the community are no less than 37 churches and three missions not including the Salvation Army Chapel. A review of the church and Sunday school membership figures, coupled with the physical investment in church properties, is sufficient to convince the most incredulous that Kingsport is a religiously inclined community.

A ministerial council exists in which the majority of the religious leaders of the city participate. There appears to be no religious competition in the community —each person finds ample opportunity to follow his individual religious proclivities.

The peoples of this mountainous area have shown distinct religious proclivities since the earliest settlers braved the unconquered forests. As one gazes upon the Sunday morning exodus from the various church edifices and hears the frank discussion of the sermons of the day, one cannot avoid the impression that the same seriousness with respect to religion still exists among these twentieth century church-goers.

Health and Hospitalization

Uppermost in the minds of the builders of the city was the necessity for planning for an abundance of open spaces, an avoidance of crowding homes together and a desire to make Kingsport a healthful community in which to live, work and enjoy life. As a result, the wide streets and avenues, the spacious home sites, the parks around the schools and in the residential areas,




2


3




5





(As of June 30, 1945)

Church and Denomination	*Pastor*	*Church Membership*	*Sunday School Membership*	*Property Valuation*
Assembly of God	Rev. J. W. Gladney	36	45	$ 4,500
First Baptist	Rev. L. B. Cobb	1,956	1,120	150,000
Central Baptist	Rev. G. Parks	140	70	10,000
Calvary Baptist	Rev. J. A. Anderson	660	411	40,000
West View Baptist	Rev. George C. Coldiron	160	225	6,000
First Christian	(none at present)	345	250	50,000
Church of God—Pentacostal	Rev. C. W. Dempsey	83	85	10,000
Church of Jesus Christ	Bishop M. K. Forbes	150	93	6,000
Central Church of Christ*	Rev. V. E. Gregory	101	116	45,000
First Church of God	Rev. Harvey F. Pinyoun	150	175	30,000
St. Paul's Episcopal	Rev. Leicester F. Kent	361	102	47,500
St. Dominic's Roman Catholic	Rev. Fr. Leo Baldinger	202	33	30,000
Holy Trinity Evangelical Lutheran	Rev. John W. Shuey	207	100	23,500
Broad Street Methodist	Rev. D. Trigg James, D. D.	1,629	740	215,000
First Methodist	Rev. Glenn Lippse	806	385	115,000
Maple Street Methodist	Rev. E. L. McConnell	784	484	66,000
West View Park Methodist	Rev. B. B. St. Clair	192	161	15,800
First Church of the Nazarene	Rev. James A. Todd	17	65	6,000
Pentacostal Holiness	Rev. Harry B. Correll	35	100	3,500
First Presbyterian	Rev. Thomas P. Johnston, D. D.	964	485	200,000
Old Kingsport Presbyterian (Est. 1820)	Rev. Edwin E. White	57	106	12,600
Waverly Road Presbyterian†	Rev. Marion H. Currie		78	9,000
The Salvation Army	Captain Ruby Childress	84	73	
Central Baptist (colored)	Rev. G. Parks	140	70	10,000
Shiloh Baptist (colored)	Rev. C. Dorsey	150	50	6,000
Bethel A. M. E. Zion Methodist (colored)	Rev. B. F. Wright	154	75	12,000
Walnut Street Methodist (colored)	Rev. Thompson Hendricks	80	40	12,000
Walnut Street Presbyterian (colored)	Rev. Kennedy ‡	60	18	25,000
	Totals	9,703	5,755	$1,160,400

* edifice under construction † branch of First Presbyterian Church (membership included with parent church) ‡ pastor in military service

Churches: (1) First Baptist, (2) Central Church of Christ, (3) First Methodist, (4) First Presbyterian, (5) Broad Street Methodist, (6) St. Paul's Episcopal, (7) St. Dominic's Roman Catholic



all afford excellent access to sunlight and fresh air. One is impressed with the fact that Kingsport, while a thriving young metropolis, still retains the atmosphere of life in the wide-open country, with city conveniences.

Children are given physical examinations in the schools, and bodily defects noted for correction at home or under the care of physicians and dentists. Indoor exercise in gymnasiums and the abundance of parks and playgrounds provide ample opportunity for health-building recreation.

Organizations such as the Boy Scouts, Girl Scouts, Campfire Girls and many others, contribute to the teaching of healthful out-door activities.

During the summer vacation period in the schools, a supervised play-ground is maintained by the city, aided by certain civic bodies. Here, the children of the community, and especially groups of the more youthful youngsters, are taught many out-door sports, handicraft, and certain manual arts. Safety and health are thus encouraged.

In the industries one finds a unanimous attempt to foster health and safety. From the earliest days of industrial development, the industries of Kingsport have enthusiastically supported every known means for promoting the safety and health of their employees. They have instituted full measures advocated by the American Safety Council; provided the facilities of group-life, accident and health insurance; cooperated with the original nursing service in the homes, provided by one of the insurance companies for several years; many establishments require physical examination before em-

Churches: (1) *Maple St. Methodist*, (2) *West View Methodist Episcopal*, (3) *First Christian*, (4) *Holy Trinity Lutheran*, (5) *Calvary Baptist*





ployment and provide periodic free physical examinations for their employees; at least four of the industries, quite naturally those employing the greater number of persons, maintain a doctor or a nurse (in certain instances, both) in attendance in their plant, both day and night. Many of the industries provide recreational centers for their people, in which baseball, volley ball, hand ball, tennis, quoits and other activities are encouraged; others offer club rooms, with radios, libraries, magazines, card tables, ping-pong tables, shower baths and the like; a few operate their own cafeterias in which all may secure plain, wholesome food and some delicacies at nominal cost.

With the enactment of the Social Security Act and the enabling legislation by the Tennessee General Assembly (December, 1936), the provisions of the Act covering Unemployment Insurance and Old Age Pensions became applicable to the workers in Kingsport. Investigation indicates that local employers are generally favorable to the institution of the intended benefits for their employees.

Perhaps the crowning achievement in the community's health program is the Holston Valley Community Hospital, which was opened on August 20, 1935. Kingsport had had two privately owned hospitals, both serving the needs of the community admirably, but as the city grew and the population increased, along with the industrial strata, more adequate facilities were a necessity. Then, too, Kingsport is a merchandising and recreational rendezvous for an area extending nearly twenty-five miles in every direction from the

Holston Valley Community Hospital; (1) aerial view of hospital and nurses' home, (2) hospital building

Civic Circle. Therefore, the modern hospital service to be rendered by such an institution would extend over an area, which would embrace Scott County, Virginia, Sullivan County, Tennessee, except Bristol which has suitable facilities, and those sections of Lee County, Virginia, and Hawkins, Hancock and Greene Counties, Tennessee, within that radius.

The original hospital, the nurses' home and the elaborate equipment cost over $300,000, a major portion of which was furnished by the Commonwealth Fund of New York, a foundation established by bequests from the late Mrs. Stephen V. Harkness. The $78,000 that it was necessary to raise locally to qualify for this gift was pledged in a remarkably short time by more than 8,500 contributors throughout the Valley who gave one dollar or more. In less than a year every cent of these pledges was paid. The major industries contributed on a pro-rata basis per employee.

On December 5, 1941, the new wings of the hospital, an expansion to which the Commonwealth Fund contributed generously, were opened just in time to meet the heavier demand of the increased population crowding into the war production of Kingsport industries. The original capacity of 63 beds, including infants' bassinettes and children's cribs, was expanded to 109. These facilities soon proved inadequate, and in 1945 alterations of offices, sun porch, library and auditorium were completed to accommodate a total of 147 patients. Further expansion is accepted as essential and inevitable, and preliminary planning with a view to prac-

tically doubling the size and services of the hospital was begun before the end of the war.

The site of the hospital is unique in that it is only seven blocks from the center of the city, and yet is free from noise or other disturbance. When the city plan went into effect in 1915 this site of ten acres was set apart for a hospital, and ever since, in spite of tempting offers, has been jealously preserved for that purpose. The buildings rest on a knoll guarded on three sides by sharp ravines, thus ensuring quiet and privacy, while almost every room commands a sweeping view of cheering landscapes.

The medical and surgical staff of 37 physicians and dental staff of 10 members, who are appointed by the hospital board, the nursing and other services of the hospital, are organized according to the requirements of national medical and hospital organizations, and it has always maintained the rating of a standard and accredited hospital. It is a distinctive feature of the institution's program of service to all in need that it maintains an out-patient department under the capable direction of an experienced nurse. General and special clinics are held each week, with competent physicians in attendance, giving needed medical courses without cost to residents in the hospital's service area.

During the critical war years when demands upon the hospital increased and enlistments in the armed forces drastically reduced the nursing staff, the nurse's aides of the Red Cross enabled the hospital to carry on. In eight classes of Kingsport volunteers, the first of

which completed its course in July, 1942, 151 aides were trained, and in the average month since then 75 of them worked in the hospital for nearly 1,600 hours. Their total of 57,000 hours of devoted and sacrificial labor comprised a large share of nursing services for three years. The community is permanently indebted to them for their patriotic and enthusiastic response to the call of arduous, unspectacular duty, for they brought comfort and healing to thousands of patients who without their help could not have been given adequate care.

A Hospital Service Plan was organized, when the hospital first opened in 1935, to extend its facilities to the greatest number of people. Groups of employees pay seventy-five cents to $1.50 a month, depending upon the size of their families, which entitles them to hospital care up to 21 days in the first year of the subscriber's participation, and 30 days in the fourth year. This includes operations, nursing attention, X-rays, medicines and dressings and other services. The majority of the industries contribute substantially to the expense of this plan for the benefit of their employees.

At the end of ten years of operation the prepayment plan was an approved Blue Cross organization enrolling 9,000 holders of service contracts whose families included 19,000 other persons, indicating that in having extended the hospital facilities to a total of 28,000 persons, on a minimum, predetermined basis, the people of the Kingsport area are quick to appreciate and ac-

cept the benefit which such a service offers. Hospital records show that during the first decade of the plan 9,195 prepaid patients, including 1,513 infants, have utilized a total of 65,283 days of hospitalization, for which $320,000 was paid to the Holston Valley Community Hospital and other hospitals throughout the country. These figures, of course, do not include the pay patients accommodated who were not members of the Service Plan.

The casual visitor to Kingsport's hospital comes away with the feeling that, if one has to be ill, here is the place to enjoy illness to the best.

Sullivan County is reputed to have developed, under the successive direction of the health officers, Dr. F. L. Moore, Dr. J. W. Erwin (now returned from active army duty), and Dr. Julian E. Williams, one of the best county health departments in the state, just as Tennessee is given credit for having one of the best state-wide county medical services in the nation. Branch offices of the department are maintained in Kingsport and Bristol, while headquarters for Sullivan County, at Blountville, 16 miles east of Kingsport, are housed in a building designed for the purpose, also the gift of the Commonwealth Fund, which assisted the county over a period of years in developing its unusually excellent public health program.

As one would naturally expect, after viewing the many provisions for the protection of the health of the community, the city zealously guards the quality of milk, food, water; and the observance of city ordinances









respecting sanitation, disposal of garbage, waste from industries, pollution of streams within the city, fire hazards, etc. Clean streets, well kept vacant lots, elimination of rubbish and periodic inspection of sanitary and storm sewers are essential to the health of a community.

The Public Library

Blessed is the community that enjoys the privilege of a good library. Many towns and cities have libraries, some of which seem to be pervaded with the wholesome atmosphere of actual public interest. Perhaps too many are merely institutions, run by paid workers, lacking that intimate, personal touch of human interest in what we read and desire to read. Not so in this community. The board of trustees is, perhaps, no different from boards serving other libraries elsewhere; a minister, a financier, a public official, an educational director, an industrialist and two ladies, wives of other industrialists. But here is the difference—four of the men members and both of the ladies are university graduates and the ladies have been school teachers, added to which, one of the ladies is the book selector recommending to the board the titles to be purchased monthly—there is the personal interest touch which reveals itself vividly when one browses among the book stacks and glances at the range of titles available for public consumption. Here are books really worth reading, in infinite variety to suit every taste and all ages. A little library—yes—but credited with over 25,000 volumes and the best list of any library in any city of its size anywhere, and grow-

Public Library: (1) *reading room*, (2) *stacks*, (3) *juvenile room*, (4) *adult stack room*

ing monthly in content and circulation, with two librarians in attendance. More than 50 current magazines, six daily papers (including the New York Times), and a most delightful reading room complete the picture.

In the original planning of the city there was set aside, as was done for the contemplated city hospital, a site in the civic center (see illustration on page 82) for a public library building. Late in 1945 a group of public-spirited citizens formed an informal committee and raised the sum of $300,000 with which to provide a dual memorial to Kingsport's great civic builder and leader, the late J. Fred Johnson. Of the total raised by public subscription, $150,000 has been designated as a gift to the City of Kingsport for the construction and equipping of a suitable and adequate public library building to be titled "The J. Fred Johnson Memorial Public Library." While definite plans are not yet completed it is anticipated that construction will be begun in 1947 and that the new library building will be located on the site in the Civic Center originally planned and reserved for such an edifice.

At mid-year, 1945, the library was serving 7,640 card holders; during 1944 a total of 77,000 books were issued. The annual operating budget (1946) is $9,747.

A branch of the library is maintained for the colored population in the colored high school in charge of a librarian. This branch is operated under the direction of the librarian of the main library and the Superintendent of Schools (who is a member of the Library Board).

The Kingsport Nursery Schools

Outgrowth of the war emergency, the first day nursery school for the care of children between the ages of two and six years was started in June, 1943, upon the recommendation of the Citizens' Service Corps of the Office of Civilian Defense, for white children of working mothers. Financed by a grant of funds under the Lanham Act through the Federal Security Agency, augmented by local contributions and modest fees charged for the service, the success of the white nursery school led to the establishment of one for colored children in January, 1944. In January, 1946, the enrollment was 30 children in the white school and 30 in the colored school; the daily fee was 50¢ for white and 25¢ for colored children. Full day care was given children within the age limits and half-day care to children attending regular school on the same basis. The program included play in and out-of-doors, story hours, nature study and handiwork, training in good health habits and self-reliance. Two light lunches and one noonday balanced meal were served the children, all prepared in the school kitchens. Six full time and three part-time teachers, two cooks and two maids were employed. The success of the plan is found in the fact that, since the first school opened in 1943, over 250 children have attended. Discontinuance of Federal aid caused a general revision in operation and financing of all nursery schools in March, 1946. Kingsport's nursery school for white children has been discontinued; the one for colored children is being operated on a cooperative basis.



The Community Chest

In Kingsport, the Community Chest plays an important part in the human program of the community. Once a year, funds for all relief, youth developing, health promoting and character building effort are raised within a week of intensive effort. The record shows that not once since the Chest was organized has it ever failed to receive subscriptions which exceeded its quota, and the collection of pledges annually exceeds 92% of the total.

The spirit behind the organization, which is composed of an entirely volunteer staff, is well expressed by one of the contributors who told his friends:

"The fortunate have a responsibility to the unfortunate. Should the heart of Kingsport cool or harden, then that sense of responsibility will have died, with disastrous effects on other activities of the community."

Recreational Activities

Included in the planning of the city was a tract set aside for a golf course. This was not sub-marginal or waste land, suited for no practical usage, but an area sufficient to comfortably accommodate an eighteen hole course, within five minutes drive from the Civic Center and a shorter drive or walk from the larger residential districts, directly on the Lee highway where it enters the city from Bristol. In more recent years, the new Johnson City highway, part of the Great Lakes to Gulf Highway, was built into Kingsport skirting the golf course on the east.

Kingsport recreation area, aerial view, swimming pool, auditorium, stadium, picnic woods



An eighteen hole course was laid out by E. S. Draper, landscape engineer and architect, now associated with the Tennessee Valley Authority, and nine holes were constructed. A small but commodious club house, with a large and comfortable lounge room, kitchen, locker rooms, showers and caretaker's quarters was built on an eminence overlooking the first and ninth greens. Later, several tennis courts were added. Much of the community's social life centered around the golf and country club facilities for many years. The dues were quite nominal, all privileges were included in the annual dues of $24 for single persons and $36 for a family membership.

Beginning in 1942, the steady encroachment of new housing areas upon the edges of the nine hole golf course, and the institution of a City Recreation Department, lessened the necessity for maintaining the facilities of the club house, now too small for most social functions, and the club house and site were sold to the local post of the American Legion for its headquarters and social activities. The golf course was not included in the sale and, while the tennis courts were lost to usage by the public, the golf course has been maintained, with a rearrangement of the sequence of holes and the employment of the facilities of a private home on the course as a rendezvous for caddies and the dispensing of golf supplies and refreshments to players. Consideration is now being given to the construction of a new eighteen hole course just west of the city, either on the property known as the Roller Farm (and owned by C. P. Edwards, Jr.) or near the confluence

Kingsport's Recreation Center; (1) Swimming Pool, (2) Civic Auditorium, (3) J. Fred Johnson Stadium





of the forks of the Holston River close by historic "Rotherwood," now being offered for sale.

In the late 1930's the local American Legion Post acquired land and constructed a modern swimming pool (outdoor) in the triangle formed by the intersection of the new Johnson City highway with the original Bristol highway, adjacent to the new City Fire Station. An adequate building housing dressing rooms for both sexes and dispensing counters for food and soft drinks was included. Operated for several years as a Legion activity, this entire project was acquired by the city in 1940, at the same time a total of some 63 acres of land was purchased by the city along the northeasterly side of the new Johnson City highway for the development of a planned city recreational property.

In 1939, partially aided by Public Works Administration funds, a fine and commodious Civic Auditorium building was constructed on this site, with ample hard surfaced parking areas provided on both sides. Quarters for the Kingsport units of the Tennessee State Guard were included in the planning of the building, and the main auditorium is used for indoor drilling and demonstrations. During 1942 and the early part of 1943, while the huge Holston Ordnance Works was under construction, the entire auditorium building was used as an administration center by the Ordnance Department of the United States Army, as were two additional temporary frame buildings erected on land adjacent to the Auditorium Building. In October, 1943, the facilities of the building were turned back to the City and the temporary buildings removed.

Kingsport Civic Auditorium Building: (1) *Main Lounge* (2) *Main auditorium*



With the enormous influx of population attendant upon the construction of the Holston Ordnance Works beginning in 1942 came a demonstrated need for a really planned recreation program. To meet this need the City Council established in November, 1942, a Recreation Department, and engaged a trained director to supervise the initiation and administration of an all-embracing city-wide program of recreation for the youth and adults of the community. A simple survey of all the agencies and activities being employed at that time was hurriedly made and a comprehensive plan developed for the utilization and coordination of all available facilities and agencies. At first every agency and all facilities were enlisted in the necessary effort to provide adequate recreational opportunities to relieve, in some measure, the nervous tension and the cramped living and working quarters existing at that time.

Fortunately, at about the same time in 1942 the J. Fred Johnson Stadium, also located on the 63 acre tract of land acquired by the city for recreational purposes, was completed and put into service. This stadium was built by the City with minimum aid from the Public Works Administration. At last Kingsport had the facilities of a large and ultramodern stadium for outdoor games, public gatherings, and as a drill ground for its units of the State Guard. For several years Kingsport has enjoyed the pleasure of league professional baseball, the local baseball club under the sponsorship of H. Joseph Higgins being a member of the Appalachian Baseball League and furnishing excellent diversion in the way of both day and night baseball.

The J. Fred Johnson Stadium, interior view

With the institution of a planned recreation program, industrial baseball, softball and basketball leagues were organized (Kingsport had maintained a fine program of industrial league baseball games for many years prior to the organization of a professional league team in the city); the gymnasium of the Washington School was made a roller skating rink; the already operating summer school playground activities and existing junior baseball leagues were expanded and are now operating in five different areas within the community, for both white and colored children. School play grounds and fields were enlisted to furnish facilities for the twilight softball games of the industrial softball league and other outdoor recreational activities. A privately owned bowling center with eight alleys was made the haven of industrial and city-at-large bowling competitions, organized and conducted under the direction of the City Recreation Department.

As soon as the Civic Auditorium Building was made available by the Army it was made the administrative and operational center of all recreational activities. It became the community center for all of Kingsport; social games, table games, athletic activities, hand crafts, and special recreational features of or for industrial workers are conducted on a nightly schedule within its commodious facilities.

Worthy of notice is the practise of the City Transportation Company, in cooperation with the recreational program of the City, of giving free transportation to and from playgrounds for children within the community, and twice weekly for children from out-

lying areas to and from the Civic Swimming Pool for free swims.

Planned civic recreation is now recognized by cities and industrial enterprises throughout the nation as a "must" in providing both youth and adults with healthy relaxation from work and strain. To ensure that Kingsport may measure up to other cities in providing such facilities and direction the City Council created a Recreation Commission to make continuous studies of the changing needs of the community, to coordinate and direct the activities of the City Recreation Department in relation to the effort of industrial and private agencies seeking to provide similar services to the people.

The City Planning Commission and the City Welfare Commission are jointly considering the need for additional playgrounds for children, increasing the park areas, the provision of regional supervised playground programs for children, youth and adults, and the provision of several tennis courts to fill the gap occasioned by the loss of the original Country Club courts. The ultimate release of all land in the present golf course to drastically needed additional housing sites, and the need for securing a new golf course, is also engaging the thinking of the two Commissions.

In addition to the planned recreational opportunities afforded by the City Recreation Department, hunting over the nearby hills, swimming or fishing in the several rivers, hiking and picnicking among the mountains surrounding the city, or in the Great Smokies a short automobile ride away, or boating and camping



on nearby Norris or Cherokee lakes, are available for individual selection. Many saddle horses are kept. The natural reservoir-lake atop nearby Bay's Mountain is now being considered for development as a public park.

Everywhere is there opportunity for old or young, well-to-do or those in moderate circumstances, to enjoy the added hours of leisure that long hours of daylight permit. Dwellers within a few minutes walk or ride from their daily activities have more time for recreation.

The Business District

Alighting at the railroad station, one finds himself in a parkway of shrubs, trees and flowers which almost screen the railroad, the station and the freight depot from the business section of the city.

A broad avenue runs parallel to the railroad tracks and from it, at right angles, lead away other wide avenues, toward the more elevated areas of the city. Directly in front of the station, a wide avenue extends several long blocks to the Civic Circle, from which radiate the residential streets and avenues. The business district proper extends for two wide blocks to the right and left of the central avenue, appropriately titled "Broad Street." On all streets and avenues with the one exception of a portion of Broad Street there are grass plots and trees between the sidewalks and curbs, trees that give mute evidence to original planning and a desire for beauty. Until recent years, and the demands of heavily increasing motor traffic made the change neces-

Kingsport's Broad Street, looking from Circle toward railroad station


US
TIRES


BEST BY TASTE-TEST

sary, Board Street was enriched by a wide, grassed parkway in the center and attractive shrubbery, with trees and grassed parkways along the sides. Wherever practicable the trees and bordering grass plots have been retained, contributing an air of beauty and an impression of age to the youthful city's business area.

While the main business streets are plentifully filled with moving and parked automobiles from early morning until after stores and theaters close, one wonders at the seeming space and absence of congested parking of cars along the main business artery. The explanation is found in the employment of the open spaces back of business structures and of many vacant plots for parking lots. Graded and paved with a rolled surface of cinders, crushed brick or rock, and having entrances and lanes marked-off with posts painted white, these areas serve an admirable purpose, at the same time disposing of what, in many communities, are the most unsightly spots.

Proceeding along the main business thoroughfare, one passes two motion picture theaters of obviously modern construction, while on several of the side streets, others of a less pretentious type are visible. There is a great variety of stores, some small, others larger and of the department or chain-store type; two bank buildings and, as one approaches the Civic Circle, protected on all four sides by wide paved streets, the Kingsport Inn. Across the main street appear the architecturally impressive office building of the Kingsport Utilities, Inc., the city's electric power company, and the Post Office and Federal building. These two build-

Street Scenes: Center Street looking west, Market Street east from Broad Street



UTILITIES

ings, situated on opposite corner sites, facing on the main business avenue, are the first two of a group of five structures which will eventually grace this central block in the heart of the city. Between these two buildings is a vista of well kept lawn, flanked by the cloistered façades of the edifices, at the far side of which, and connecting with its own façade those of the present buildings, will some day soon stand the proposed J. Fred Johnson Memorial Library building, the money for the construction of which has already been raised. Then at the two remaining corner sites of the square, fronting on Shelby Street which parallels Broad Street, will be placed two office buildings, one of them, in all probability, to accommodate a trust company and provide additional offices for business and professional people, and the other, either a modern office building or, perchance, a newer and more imposing central city office building. At present, early in 1946, consideration is being given to the necessity for securing a new and much larger Post Office and Federal building, to be located on the city's second main avenue, Center Street, west of Shelby Street, on the four-lane highway leading from the metropolitan center toward Knoxville. In such event, the present Post Office and Federal building will probably become the city's central office building, leaving both of the corner sites in what is now the Civic Center available for business buildings.

On the streets parallel to and crossing the main business avenue (Main, Market, Center and New) are other stores, office buildings, automobile retailers and the dozens of establishments that make up a city's

Kingsport's Civic Center as it will eventually appear



business structure. The preponderance of brick used in construction, with the absence of "false-fronts," lends harmony and an air of dignity usually lacking in the young and unplanned community.

Motorists arriving over the Lee Highway from Bristol to the east or from Knoxville to the west pass along a four-lane, traffic-controlled highway extending to the city limits or beyond in either direction. Those coming into the city over the Lakes to Gulf Highway from the north travel along a pleasant avenue, also traffic-controlled, to the Civic Circle, and thence through a section of the business district to a junction with the Lee Highway in the center of the city, then over the same four-lane highway to the easterly limits of the city, enroute to Johnson City and the south or east. Within a few months it is planned that all motor traffic entering and leaving the city, to all points of the compass, will travel over the main four-lane highway, and that approaching or leaving the city over the Lakes to Gulf Highway to the north will move over a new four-lane short route highway leading from the now existing main highway at a point just west of the main business section of the city. This will provide a more adequate traffic artery, eliminating the travel of transient motorists through the more congested business area, and reducing the time now required for non-stop travelers to pass through the city. Surveys are now underway by the State Highway Department leading to a relocation of the present U. S. Highway No. 11W, leading out of the city to Bristol and the east, that will provide a four-lane highway for the entire 24 mile drive

Post Office and Federal Building























to Bristol, reducing the distance by some 6 miles, straightening out much of the present curving roadway, lowering the grade, and bringing motor travel and heavy trucking into and through Kingsport on a less congested roadway. While these traffic improvements have been largely accomplished in more recent years, the ultimate objectives were planned in the original conception of the city.

Another important improvement in providing more and wider traffic lanes into and through the busy industrial and business areas of the city is now underway. During the recent war years the construction of the Area "A" unit of the Holston Ordnance Works, adjacent to the Tennessee Eastman Corporation plant in the southeasterly section of the city, required the building of a new highway connecting State Highway No. 81 from Jonesboro and Greeneville with the business district of Kingsport and the four-lane highway leading to U. S. Highways Nos. 11W and 23 to the east of the city. This included new bridges over the south fork of the Holston River (which forms the corporation line to the south) and the "sluice" which parallels the river, a new underpass on The Clinchfield Railroad, and an extension of the highway from the eastern terminus of Sullivan Street to the four-lane main traffic artery through the city from east to west. This much needed improvement is approaching completion.

Homes

One gains the impression that the city fathers, in planning for a city of sizeable proportions, were not

Group of private homes







sufficiently swayed by the prospect of selling industrial sites to the extent that they permitted a curtailing of the finest areas for residential properties. On the contrary, and governed, it might be assumed, by the terrain of the country, the major number of the many residential areas are on the higher ground, above and away from the business and industrial sections. The gently undulating heights form natural groupings for home sites, varying in size of plot and in number of plots to a group.

Whatever distinction Kingsport may deserve as a city designed for industry, it deserves greater distinction as a city of planned homes. Here is no common mill village with a few handsome homes and hundreds of mediocre dwellings. From the smallest and least expensive of its housings, to the largest and costliest homes that grace its finer residential boulevards, all give evidence of the architect's touch and skill.

No less than four architects of national reputation had a hand in the designing of the public buildings, schools, churches and homes of Kingsport. Their aim was to combine usefulness and beauty in each structure, and variety in the city as a whole. A fourth requirement was the adoption of a style that would be appropriate to the region and its history. Early American architecture therefore predominates. In some of the public buildings such as the Inn, with its colonnaded veranda; the High School with similar entrance portico and clock-tower spire; the First Methodist, First Presbyterian and First Baptist Churches, likewise graced with columns; and the Utilities Building and the Post

Planned Housing groups: (1) Hammond Avenue, (2) White City Circle, (3) Shelby Street







Office with appropriate façades, one finds reminders of restored Williamsburg, Virginia.

The brick, the stucco with beam lacings and even the frame dwellings carry good design and there is a wealth of variety in form, size and treatment. Brick appears to be predominant, due perhaps to its local production in many varieties. Stucco is also a favorite material, again due, to the availability of local material.

Variety is also present in groupings and location. The gently rolling nature of the site lends diversity even to the elevation of the residences and has been used to form unusual groupings of homes, as well as to plot thoroughfares that curve and climb, thus avoiding the commonplace, the flat and the checkerboard pattern so often found. The majority of the building plots are not less than fifty feet wide in front and generally from one hundred and fifty feet, or more in depth. Many are of more generous dimensions.

Large numbers of the smaller homes were built at one time under unified direction and with the use of locally manufactured brick, cement, and building lumber. Mass production methods were thus combined with architectural variety to produce homes for the average family at reduced cost. In addition, people desiring to own their own homes were given twenty years to pay for them by means of small monthly payments. It is evident that with such mass production methods as were used, a sensible control of style was exercised.

Kingsport instituted a new zoning ordinance early in 1946 designed to more adequately meet the changing conditions of a rapidly growing, albeit pre-planned, city.

Street Scenes: (*1*) *Linville Street, East,* (*2*) *Watauga Street,* (*3*) *Longview Circle*







One is impressed with the prevalence of designed planting around homes, regardless of size, location or importance. A question as to the underlying cause brought the answer that the services of a landscape gardening expert were made available to householders free, along with the purchase of shrubbery and flowering plants from a nursery established for this purpose.

A substantial percentage of homes have a commanding view of the city and the winding Holston river disappearing among the distant hills, while to the south Bays Mountain and to the north the Clinch Mountains are seen towering a thousand feet above the valley. To the southeast looms crater-shaped Chimney Top Mountain, with the mountains of North Carolina in the background. To the west, across Reedy Creek Valley, are visible the far flung ranges of the Cumberlands and to the east the distant peaks of the Blue Ridge Mountains of Virginia.

Within these homes, modern conveniences abound. Artificial gas (Rulane) is available for cooking, heating and refrigeration. Electricity is the ready, practical and comparatively inexpensive energy for power, lighting and cooking. Coal, wood and in a few homes oil, is used for heating. Natural gas has been located a few miles across the Virginia line to the north, bearing promise of later availability. Electrical refrigeration, vacuum cleaners, washing machines, mangles, irons, clocks, fans and other modern mechanical conveniences are everywhere visible. Radios are popular and

Planned Housing Groups: (1) *Oakdale Corner*, (2) *Center Street*, (3) *Shale Products Corp'n Village*







the city enjoys good radio receptivity from national stations and Kingsport's local (WKPT) station. In the majority of homes, including those in the industrial villages, forced-air heating, electric ranges and hot-water heaters prevail.

Mention has been made of the park sites around school buildings. In nearly every residential grouping, some area has been intentionally set aside, the natural foliage preserved or ordered planting done to provide parks in which children may play and to insure open spaces for sunshine and fresh air. The larger the developed grouping of homes, the larger the park area. In the industrial village of "Oakdale," for example, several acres of the forest primeval, with brook in dale and rock on hill, have been carefully retained by the city in perpetuity, for the protection of the home-owners.

Truly, Kingsport is a community of homes—attractive, livable and substantial.

Social, Fraternal and Cultural Activities

In Kingsport one finds the usual complement of civic clubs, Rotary, Kiwanis, Civitan, Lion's and Pilot; Business and Professional Women; Virginia, Book, Wednesday, Alpha Delphian and many other women's and church bodies; the Parent Teachers'; the Mason's, Odd Fellow's and other fraternal orders, the Shrine Club; the American Legion and Auxiliary; Boy and Girl Scouts; the Merchant's Association; Kingsport Safety Council; the Carpenters', Electrical Workers', Truck Drivers' and United Mine Workers' District 50

Apartment Houses: (1) *Allen*, (2) *Wex-Jo-Leon*, (3) *Reed*







local union organizations; many other young people's units, together with several industrial union, association, fellowship and educational groups.

Through the winter months each year a series of lectures and concerts is provided in the Civic Auditorium; in addition, many of the community clubs and groups sponsor the appearance of nationally known singers, speakers, institutes of international understanding, cooking schools, and other educational or entertainment features. The local Kiwanis Club has for years produced an annual show with local talent under professional direction; the local American Legion Post conducts an annual Carnival during Fourth of July week; the proceeds of both attempts are employed in civic or social betterment.

The Kingsport High School has maintained one of the leading student bands in the state for many years under the capable leadership of Bandmaster S. T. Witt and has won many honors over the state. Likewise, the High School basketball, football, track and debating teams have won high acclaim for team and individual accomplishment.

Active units of the American Red Cross, the Salvation Army; the local City Mission, and other agencies foster social activities as well as performing commendable relief services in and around the community.

In short, social functions abound; dances, card parties, concerts, musicales, lectures, amateur and professional dramatics, and the usual variety of home entertainment are frequent and plentiful diversions. It has often been said that "there is plenty to do in

Street Scenes: (1) *Linville Street, East,* (2) *Watauga Street, East,* (3) *Oakdale Circle*




2





Kingsport for those who wish to participate in a wide variety of activities."

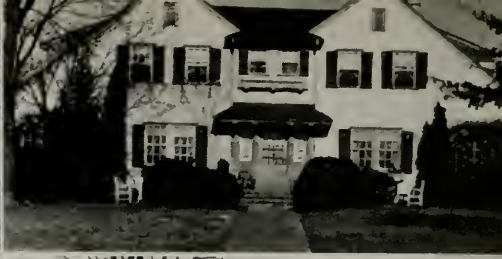
A Decentralized Community

Kingsport does not stop at the city limits. Perhaps forty per cent of the workers in Kingsport's industries, and a goodly ratio of those engaged in other pursuits within the city, have their homes out in the surrounding country-side, within a radius of 25 miles.

Several obvious reasons appear to the interested visitor. Due to the rapid growth, especially during the last ten years, of several of the community's industries, an acute housing shortage has existed. In prior years this same shortage of homes has occurred from time to time.

But the main reason goes back farther than this. From the earliest days of the city, Kingsport's industrial personnel has been recruited from the families residing on the hills and in the valleys round about the city. From the farms came the young men and women eagerly seeking new opportunities made available in this new industrial city. They left parents and relatives back on the farms and in the small communities where they were raised. With steady employment, an assured income and a bright future ahead, their thoughts turn to marriage, a family and a home. What more logical step than to establish the new fireside close by the parental hearthstone, perhaps on land that was theirs by birthright? Good roads make quick travel to and from the city; for many the first major investment was in an automobile for that very purpose,

Homes: (1) *and* (2) *Orchard Court,* (3) *Linville Street,* (4) *along Watauga Street near Oak Street*











if not, neighbors gladly oblige their friends, as they, too, travel to work.

Thrift also played an important part in the locating of the home. In the building of a new city many improvements are required which cost money, and taxes are naturally higher within, than without, the city.

A more powerful factor, however, appears to have been the rural heritage of the people themselves. They have been reared to recognize the standing and independence of the land owner; they are accustomed to wide-open spaces and timber land, to farms and gardens and cattle, sheep, hogs and chickens of their own.

Working hours in the factories of Kingsport likewise create an incentive for rural living. The eight hour day, or less, is prevalent in industrial plants, thus giving their workers extra hours of daylight for their own pursuits. In plants operating, as some do, two and three shifts, many workers enjoy morning or afternoon hours for recreation or for work about home.

Certain of the industrial leaders of Kingsport, believing in the whole program of the dilution of rural populations with industry, particularly that associated with products of this area, have maintained that the practical and permanent solution of the employee-during-depression problem could be attained through the careful integration of agriculture and industry. The industrial worker living on the ancestral farm, has ample time and opportunity for building up a reserve vocation on his farm to which he may retire, temporarily, during slack periods and with the cash reserve from industrial earnings, maintain himself and

Group of private homes









his family in reasonable comfort and safety until times improve. Naturally, and without publicity, this very experiment has been taking place around Kingsport during the past twenty years, fostered almost entirely by the people themselves, engendered by the employment offered in the nearby industries. How successful it has been may be judged by the evident prosperity of the workers of Kingsport, the oversubscription of the Community Chest campaigns all during the depression years, and the constant building which has prevailed.

"These workers," states the head of one of Kingsport's industries, "reflect in their cheerful countenance the enjoyment they feel in balancing their indoor work with gardening and other outdoor pursuits. They keep fit, and what's more, if it is necessary to close down the plant in a slack period, they occupy the idle time in improving their property, cultivating their land, and putting themselves that much more ahead of the inevitable ups-and-downs of life."

Kingsport Serves the World

Ask a man on the streets of Kingsport where he works and he looks you in the eye and answers with the dignity of a justifiable pride in the establishment of which he is a part. He appears to feel a possessive interest in the business, not alone his employment in it. And well he may, for the products from this industrial community go out into the world to add comfort, safety, education and pleasure to the lives of millions.

The average citizen of any community, throughout our land and in many foreign climes, if he were to

Homes: (1) *Herndon Apartments*, (2) *on Linville Street*, (3) *along Crescent Drive, Fairacres* (4) *at Lamont and Linville Streets*

analyse the source of many of the daily necessities of home, personal and business life, would find they originated in the little city of Kingsport, Tennessee!

Brick, tile, cinder building blocks, cement, lumber; pulp and paper for commercial, book and magazine production; educational, recreational, reference and scientific books for the publishers of America; cotton cloth for shirtings, dressgoods and uniforms; glass for construction and safety glass for automotive uses; book-cloth and window shades; industrial leather belting; coal cleaning machinery, parts for electric furnace equipment, and gears, hoppers, fans and speed reducers; acetate film for safety glass, cellulose acetate yarn for women's dresses, lingerie, hose, for men's neckties, socks, etc., plastic molding composition for automobile fittings and a thousand other uses, Kodak film base; women's full fashioned hosiery; commercial and medical gases; dairy products; flour; bottled beverages, are produced in whole or in part here.

Verily, the makers of the better mouse-trap have caused the world to make a beaten path to their door! Kingsport produces—and the World uses!

CIVIC PLANNING AND COOPERATION

Charles Stevenson, managing editor of a Washington, D. C., newspaper, in a featured article in the National Municipal Review for February, 1946, and reprinted in condensed form in the March issue of the Readers' Digest, stated: "Actually, Kingsport offers the most striking example of community planning and community cooperation I have ever heard of."

The closing paragraph of Mr. Stevenson's article sums up his appraisement of the community: "These are just samples of Kingsport. This is what private enterprise and real community spirit has accomplished—on its own—in a town where the idea has been to convert, not *back* to peace, but *forward* to peace."

Were you to ask any citizen of the Kingsport community for the basis upon which the community has been builded, and the methods employed in converting it from a war-time to a peace-time economy he would answer in similar explanation to that offered by the chairman of the Kingsport Development Commission, as quoted by Mr. Stevenson: "We just sort of got together. . . . It wasn't much of a task. Kingsport citizens have been sort of getting together for the 28 years of the modern town's history."

But tied into this "sort of got together" is a quite simple but effective planning coordination. Mention has been made of the Kingsport Recreation Commission. The city has three other working commissions, each composed of citizens, with carefully selected representation from all active and pertinent agencies. Each commission is directly responsible to the Mayor and Board of Aldermen and works independently of all other commissions. Yet there is full cooperation between these bodies and a most wholesome coordination of activities and recommendations to the city fathers.

For example, the City Development Commission, which is composed of a capitalist and head of a large insurance agency (the chairman), the Mayor of the




2





city, a banker, two wholesale and retail merchants, three industrialists (one of whom is a member of the State Planning Commission), concerns itself primarily with long-range, overall planning vital to the future development of the community and adjacent areas in line with the already determined pattern. This commission conducted the survey to elicit individual expressions of opinion from the citizenry as to the most important and pertinent needs in civic improvement and expansion. It gives particular attention to the controlled expansion of the city's industrial pattern, negotiates with interested industrial enterprises, attempts to balance out the industrial needs with respect to type of product, number of personnel required, availability of raw materials, building sites, etc., to assure utmost stability in industrial operations and satisfaction to those who locate in Kingsport.

This commission also collaborates in considering and evaluating the trends and requirements in this growing city with the Board of Education, the officials of the Community Chest (and the latter's affiliated agencies), the Trustees of the Public Library, the Ministerial and Civic Club Councils, the Recreation, Planning and Welfare Commissions. It frequently refers to one of the other Commissions some problem referred to it for recommendation, in order to obtain the viewpoint or recommendation of the other agency.

The Kingsport Planning Commission, actually instituted prior to the establishment of the Kingsport Development Commission, is equally representative of the citizenry. The chairman is a leading industrialist

Homes: (1) *along Linville, east,* (2) *along Cawtaba Street, east,* (3) *along Wateree Street* (4) *Belmeade, Fairacres*

and chemical engineer; an industrial electrical engineer (a member of the Board of Aldermen), the city's leading architect, the City Manager, a banker and two industrialists compose the personnel of this body. It is affiliated with the Upper East Tennessee Regional Planning Commission and through it with the Tennessee State Planning Commission.

This commission directs its particular attention to the physical aspects of the community and contiguous areas, also other nearby communities. It developed and secured the adoption of a new zoning ordinance. It has been largely instrumental in developing data and planning for the proposed improvement and expansion in the city's water supply, the new four-lane highway between Kingsport and Bristol, Virginia-Tennessee, the expansion of water supply and sewage lines within and to environs of the city. To this commission must go the credit for the creation of a remarkable and tremendously valuable survey of population trends in the Kingsport area, upon which will be predicated much of the future planning of the city and environs. Included in this survey are invaluable data on basic planning to meet future needs in street development, land usage, transportation, neighborhood planning, business and residential section development, schools and recreation facilities, effectuating legislation, maps, etc.

The Kingsport Public Welfare Commission is empowered to maintain suitable welfare centers for the purpose of aiding all veterans of all wars and their families, to aid all other persons, in every manner to see that the charities of the city are made efficient and

alive to the problems of all the citizens, and for the general welfare of the City of Kingsport.

It operates the Servicemen's Bureau, with a Service Officer on its staff; coordinates such services with those furnished by the Red Cross Chapter; works hand-in-hand with the U. S. Employment Service and other federal and state agencies; coordinates the efforts of all welfare agencies operating in the city and acts as a clearing house and recommending body on all matters pertaining to welfare to the Mayor and Board of Aldermen.

Its membership, like that of other city commissions, is specifically representative; the chairman represents industry, one member represents labor, the balance of the commission is composed of the City Manager, the Director of Public Safety, the head of the local U. S. Employment Service, the chairmen of the Community Chest and the local American Red Cross Chapter, a representative of the local Selective Service Board, the Superintendent of the Community Hospital, the Commander of the local American Legion Post, and the president of the local Merchants Association.

THE KINGSPORT NEIGHBORHOOD

Wide concrete highways connect Kingsport with the outer world, as does the Carolina, Clinchfield and Ohio Railroad. The Clinchfield, as it is commonly called, is primarily a freight road; passenger transportation, except for points along its own line, is not voluminous. Bristol, Tennessee-Virginia, 24 miles to the


MICH.
Marshall
Jackson
Somerset Cen.
Ypsilanti
Dearborn
Flat Rock
Windsor
Wyandotte
Mandstone
Leamington
ERIE
Conneaut
Ashtabula
Waterford
Corry
Union City
Three Rivers
Tekonsha
Coldwater
Adrian
Dundee
Monroe
Sturgis
Jefferson
Painesville
Cambridge Springs
Meadville
Williamsfield
Conneaut
Titusville
La Grange
Fayette
Toledo
Perrysburg
Cleveland Hts.
Cleveland
Colebrook
Parkman
Franklin
Oil City
Angola
Lorain
Greenville
Sharon
Mercer
Kendallville
Bryan
Napoleon
Sandusky
Elyria
Warren
Ravenna
Slippery Rock
Waterloo
Defiance
Bowling Green
Fremont
Clyde
Norwalk
Oberlin
Medina
Merriam
Auburn
Fostoria
Tiffin
Akron
Youngstown
Salem
New Castle
Beaver Falls
Butler
Wayne
Paulding
Findlay
Ottawa
Carey
Canton
Lisbon
Rochester
Van Wert
Ashland
Wooster
Bucyrus
Massillon
E. Liverpool
Huntington
Decatur
Upper Sandusky
Mansfield
Loudonville
Millersburg
Lima
Kenton
New Philadelphia
Steubenville
Celina
Wapakoneta
Marion
Bryant
St. Marys
O H I O
Mt. Vernon
Unchsville
Newcomerstown
Cadiz
Monongahela
Portland
Hartford City
Alexandria
Delaware
Coshocton
Washington
Sidney
Bellefontaine
Marysville
Sunbury
Newark
Bridgeport
Wheeling
Winchester
Muncie
Piqua
Urbana
Jacksontown
Cambridge
Brownsville
Anderson
Greenville
Springfield
Columbus
Zanesville
Moundsville
Idleton
New Castle
Richmond
Olis
London
Somerset
Lancaster
New Lexington
Morgantown
Unrieth
Cambridge City
Eaton
Dayton
Xenia
McConnelsville
Sistersville
Fairmon
Connersville
Middletown
Washington C.H.
Circleville
Logan
Marietta
Clarksburg
Brookville
Lebanon
Wilmington
Athens
Parkersburg
St. Marys
Greensburg
Hamilton
Chillicothe
McArthur
Harrisville
Lawrence-burg
Bainbridge
Pomeroy
Weston
Buck-hannon
Versailles
Aurora
Cincinnati
Hillsboro
Jackson
W. VA.
Newport
Covington
Piketon
Spencer
N. Vernon
Gallipolis
Pt. Pleasant
Ripley
Millstone
Madison
Ripley
Portsmouth
Sutton
Carrollton
Falmouth
Maysville
Fullerton
Ironton
Webster Springs
Valley Head
Williamstown
Owen-ton
Ashland
Clendenin
Cynthiana
Catlettsburg
Huntington
Charleston
Gauley Br.
Louisville
Frankfort
George-town
Paris
Grayson
Kenova
W. Hamlin
Marmet
Summersville
Marlinton
Shelbyville
Versailles
Lexington
Mt. Sterling
Louisa
Madison
Racine
Beckwith
Lookout
Harrods-burg
Bardstown
Springfield
Richmond
Danville
Winchester
W. Liberty
Paintsville
Logan
Williamson
Oceana
Beckley
Shady Spring
Hinton
Lewisburg
Elmore
Hodgenville
Lancaster
Welch
Pikeville
Kimball
Princeton
Rich Cr.
Roanoke
Stanford
K Y.
Campbellsville
Mt. Vernon
Hazard
Jenkins
Whites-burg
Pound
Bluefield
Dublin
Pulaski
Christiansburg
Columbia
Somerset
Burnside
Corbin
Tazeville
Wytheville
Red River
Pennington Gap
St. Paul
Hansonville
Marion
Williams-burg
Pineville
Middles-boro
Jonesville
Gate City
Bristol
Abingdon
Hillsville
Damascus
Byrdstown
Cumberland Gap
Kingsport
Unaka National Forest
Mount Airy
Oneida
Tazewell
Rogersville
Jearold's town
Bluff City
Elizabethton
Sugar Grove
Jefferson
James-town
Livingston
Jacksboro
Rutledge
Tate
Jonesboro
Johnson City
N. Wilkesboro
Yadkin-ville
Sunbright
Maynard-ville
Corryton
Whites-burg
Boone
Cookeville
Clinton
Mascot
Morristown
Pisgah National Forest
Green Berg
Park
Newland
Brooks Cross Roads
Taylorsville
Crossville
Harriman
Knoxville
Sevierville
Walnut
Lenoir
Morganton
Mocksville
Sparta
N.
Rockwood
Lenoir City
Maryville
Gatlinburg
Marshall
Great Smoky Mtn. Nat'l Park
Asheville
Hickory
Conover
Statesville
Mc Minnville
Pikeville
Sweetwater
Madisonville
Marion
Salisbury
Dayton
Athens
Dunlap
Ducktown
Waynesville
Bat Cave
Lincolnton
Mooresville
Concord
Charleston
Sylva
Rutherfordton
Forest City
Hendersonville
Shelby
Charlotte
Tryon
Gastonia
Pisgah National Forest
Topton
Franklin
Brevard
Cleveland
Murphy
Gaffney
Monroe
Chickamauga
Ringgold
Cherokee National Forest
Blairsville
Clayton
Spartanburg
York
Trenton
Blue Ridge
Pickens
Greenville
Pageland
Lancaster
Dalton
Union

northeast, and Johnson City, Tennessee, 22 miles to the southeast, are on main highways and on the main line of the Southern Railway. The Clinchfield connects with the Southern and the East Tennessee and Western North Carolina Railroads at Johnson City. Travellers by train from Washington and the northeast usually leave the train at Bristol, while those from New Orleans, St. Louis and Chicago points, coming through Knoxville, prefer Johnson City. From either of the two nearby cities it is but a short and pleasant motor ride to Kingsport and the preferred method of travel.

The Lee Highway connects Kingsport with Knoxville, 95 miles to the southwest, and with Roanoke, Virginia, 182 miles northeast. The Dixie Highway going south brings the traveller to Asheville, N. C., 105 miles distant, while the nearest large center on this route north of Kingsport is Ashland, Kentucky, approximately 230 miles to the north. Both routes in reaching or leaving Kingsport pass through magnificent mountain scenery, passable on safe roads at all seasons of the year.

Following the motor trail north, through Virginia and Kentucky, the motorist finds he is in historic country; here trudged Daniel Boone on his explorations, as from the site of present Kingsport he began his famous Wilderness Road of frontier days; here, too, is the scene of "The Trail of the Lonesome Pine," from the gifted pen of John Fox, Jr. Along this same route, one may visit the Natural Tunnel of Virginia and the famous Cumberland Gap, at one point looking across sections of three states, Tennessee, Virginia and

Motor roads from five states converge at Kingsport; the Great Smoky Mountain National Park, Unaka and Pisgah National Forests are close-by

Kentucky. Motor tourist traffic grew tremendously from 1937 to 1941 and with the return of peace-time travel will doubtless expand again.

Natural Tunnel and Caverns

This rugged mountain formation is in reality a natural bridge. Views of the chasm give an idea of its size in comparison with the railroad train far below. The tunnel, carved by nature underneath the bridge, is 1557 feet long, while the chasm at its highest point is 750 feet above the stream flowing below!

Eden's Ridge

Approaching Kingsport by motor from Bristol on the Virginia border, the highway winds pleasantly up to the top of a range of hills, mentioned in historic writings as Eden's Ridge. Today, it is known as Chestnut Ridge. One is tempted to tarry awhile at the summit for below stretches the Holston Valley and the gleaming Holston River, winding westwards for ten miles before it converges with the north fork of the same stream at Rotherwood, and disappears amid the distant hills. To the east are the Blue Ridge Mountains of Virginia, to the west the ranges of the Cumberlands, to the north the serried ranks of the Clinch Mountains and to the southeast the nearby peaks of crater-shaped Chimney Top and the more regular outline of Bay's Mountain, while in the deep distance the mountains of North Carolina, row upon row, form a scenic backdrop in the picture.

Just below us, seven miles away, lies Kingsport, its

Natural Tunnel, Virginia



church spires gleaming in the sunlight, its smoke stacks indicating activity and the variety of its planning visible in the scattered groups of white dots lying in a background of verdant greenery reflecting the setting of its homes.

Between the city and the Cumberland Range winds Reedy Creek amid its peaceful, agricultural valley; along which will shortly stretch another wide traffic highway. On the other side of Chestnut Ridge, as we mount to this vantage point was spread the panorama of another farming valley, the varying colors of the soils and timber tracts forming an attractive and imaginative checkerboard.

One is in the heart of the Southern Appalachians. Here is a country of rugged hills, verdant valleys, winding streams and sloping fields. As one gazes upon the far-flung scene, there comes to mind historic passages in which are depicted the exploits of the frontiersmen who first travelled this land.

Old-Time America

Greater than all of these famous attractions, perhaps, is the old time America that still exists in the Southern Appalachian Mountains. Kingsport is situated in the very heart of this last stronghold of the colonial frontier.

Ladies who go in for early American homes and antique furniture, botanists who love flowers and plants, fishermen who like to wade in tumbling brooks, hikers who seek rare spots of beauty in cool gorges or desire to scan the view from mountain tops,

Kingsport from Chestnut (Eden's) Ridge

poets who long to hear the old folk songs and ballads, —go, as this writer has gone, into the countryside within walking or riding distance of Kingsport, and see America as it used to be!

Here is a picturesque grist mill, its old wheel turning ponderously before the force of the rushing stream. When this mill was built, stage coaches were still in use. Times have changed, but not in this quiet spot. The mill grinds slowly and well as of old.

The little red school house of historic fame is here also, although in the greener Southland it is more often painted white when it is painted at all. Even in these distinctly rural spots there are many evidences of modernization. The isloated one and two room school houses are gradually giving way to county schools of modern design to which the children are brought by auto buses from pick-up points near their homes.

Not far from the school is the little church, with its open shed in the rear for hitching horses and a cleared space nearby for auto parking. Here folk linger to talk of the weather, crops, and local politics. On a nearby hillock, under the pines, is the graveyard with its ancient dates and names—names which provide a valuable source of information for those seeking clues to early branches of their family trees.

The people in these hills are descended largely from Scotch-Irish and English strains, with some Germans and French among them. Isolated in the mountains, families have retained the original names almost unchanged—Bellamy, Bridwell, McCoy, McNeer, McCorkle, Gillenwater, Hargrave, Groseclose, Bachman,

Johnson, Quillen, Riddle, Kincheloe, Mountcastle, Jackson, Lincoln, Smithson, Vineyard and others.

We turn a bend in the country road and come upon a low-roofed farm home, wide in front, with an extension in the rear for the kitchen and storeroom. In it live some of the descendants of the names we were reading on the headstones.

The self-reliant customs of Old America continue. In the summer time the brood of children are turned loose, and as they return with full pails, there is a "sight" of canning of wild fruits and garden vegetables for winter. Potatoes and turnips are stored away, apples are dried and hung up on strings, and herbs gathered for ready use in case of illness. Corn and wheat must be brought to the mill for grinding, and the sorghum cane crushed and boiled just right for good syrup. The first frost comes, and it's hog-killing time, with its reward of fresh sausage, bacon, canned meat, and sufficient hams to last until next season.

Children, too, abound. We count five of them, from the baby to a fifteen-year old,—another old fashioned idea that still continues in these hills. Fortunate it is for the cities of America that this is so, for with their falling birthrates they now depend more and more upon the incoming rural youth to keep up their populations.

Watching these youngsters, one sighs for the days of the old homestead, and thinks of Whittier's great poem about the "barefoot boy with cheeks of tan." Here is the land where that boy still reigns supreme! And his sister, too. They are coming in from the fields

to greet us. They have been picking blackberries and their smiling lips are purple with them. Running in the fields and woods like young rabbits, they know when the first fruits ripen, where the best nut trees are, why the mother partridge feigns crippled wings instead of flying away. These youngsters know the call of different birds, and what the hounds say when they yelp or bay in the deep forest. They have been taught, also, to know what is in the book that lies on the parlor table and to believe in it as unquestioningly as they accept parental discipline and look forward, with faith, to the morning's light. These children—they are the grandest sight in the Southern mountains! It is from their ranks that the people of Kingsport come.

A Paradise of Flowers

Kingsport and its backcountry of Appalachian hills and valleys lies almost exactly half-way between the Canadian border and the deep South. With its climate, therefore, neither too cold nor too hot, conditions are favorable for the growth of almost all products of nature.

In the forest numberless species of hardwoods and evergreens grow in profusion. The Holston Valley itself is one of the premier American spots for black walnut, that king of New World trees which produces the most valuable of woods and the richest of all nuts. In the surrounding hills, again, the lordly rhododendron, the wild azalea and the white-petaled dogwood reach unexcelled perfection.

Over one thousand varieties of flowering plants of

all kinds grow in the region of which Kingsport is the center. May and June bring iris, ladies' slippers, passion flowers, magnolias, Indian pinks, columbines, galax, wild lilies, phloxes, black-eyed susans, and Queen Anne's lace. Even in winter nature gives us blossoms of several varieties of violets, as well as budding elms, alders, and red maples.

The lily of the valley grows naturally in this region, whereas elsewhere in the United States the flowers now being cultivated or growing wild come from the European variety brought over in years past. These exquisite native flowers flourish in the upper Holston valley and along the Nolichucky river.

Here also are two other plants not yet found elsewhere in the land. The Buckleya, known as the sap suck bush, grows under the detached roots of the hemlock. It reaches a height of five to ten feet, and has a small dainty blossom, the color being white faintly tinged with green. The white Judas tree grows in this region alone. It has white flowers, instead of the red ones usually associated with this tree.

Mineral Resources

Underneath this vari-colored carpet of beauty, nature has also been generous. The vast upheavals that created the long ranges of the Southern Appalachians brought near the surface in many places rich mineral deposits of many kinds.

In Kingsport's immediate vicinity are found quantities of sand approximately 99% silica, suitable for the manufacture of fine glass. Shale suitable for cement

and for brick making is also available in enormous quantities. Large deposits of building sand are being worked. Rock quarries and limestone quarries have been opened.

The great Virginia coal fields sixty-five miles to the north produce a superior grade of steam and gas coal. The same distance south at Jefferson City, Tennessee, are large zinc mining operations. Again within the same radius are the historic Virginia salt deposits, for which the little village of old Kingsport was once a great shipping port for river markets to the south. Finally, the whole region is underlain with iron ore, awaiting the day when improved methods of processing and increased nearby markets for iron and steel products will revive the days when the flaring blast of colonial furnaces and the ring of forge hammers was heard along the Holston and Tennessee valleys from Virginia clear down into Alabama.

Agriculture and Stock Raising

Agriculture is another source of Kingsport's strength. The city lies in the midst of the nation's richest belt of burley tobacco. Other products of nature may grow if climate and care and fertilizer are present, but tobacco in addition must have exactly the right kind of soil—and that soil is here. For this reason the burley crop, which is grown on the small patches of many individual farmers, is a valuable source of cash for the people of the hills and valleys roundabout.

Livestock and dairying are increasingly important in the Kingsport region. The hilly nature of the coun-

tryside runs the risk of erosion from too much planting of corn and other row crops, but is admirably adapted to the growth of grasses and legumes which serve the double purpose of providing innumerable grazing areas for cattle and sheep and which at the same time with their myriad roots prevent the top soil from washing away down the slopes during rains. Butter and cheese, evaporated and condensed milk plants, and feed-mixing concerns should be a natural outgrowth of the dairying activities, while the fattening of beef cattle leads to opportunity for industries such as meat packing, sausage, and canned meat specialties.

Corn and hogs, cows, the flock of chickens and the vegetable garden still constitute the mainstay of the small farm. Wheat and oats are also important. The climate and soil of the Kingsport region are extremely well adapted to a much greater production of apples and other fruits, which have grown well here ever since pioneer days. The honey bee also thrives here amid the profusion of flowers. The production of natural oils and essences from the many varieties of roots, herbs, barks, and flowers is an activity as yet largely undeveloped. Proper grading and marketing of black walnut kernels for national markets is a field which is now beginning to grow, and which is particularly suitable to the Kingsport region.

The Great Smoky Mountain National Park

Seeking an abundance of rugged mountain scenery, the tourist may reach this recent acquisition to America's national park system in less than five hours by



fine roads from Kingsport. Two routes are available, one through Newport and Sevierville, the other by way of Knoxville, both converging at Gatlinburg in the Park. Or, if one prefers a longer and more varied trip, another route beckons through Asheville, North Carolina.

Respected descendants of the Cherokee Indians, original lords of the Holston valleys, have a reservation within the Park. Here, over fifteen hundred Indians, one of the few remaining groups of that once proud and powerful nation, make their home, supporting themselves and their families by farming and other occupations, including the making of Indian handcraft articles for sale to visitors. A visit to this Qualla Indian Reserve, reached through the beautiful Indian River Gap, and to the divide atop the mountains between Tennessee and North Carolina, is well worth the trip and may be made over excellent highways.

There are seven peaks within the park which exceed 5000 feet in height; the highest being Mount Le Conte, 6580; Clingman's Dome, 6644; and Mount Guyot, 6636.

The Old Elm

On the west bank of the north fork of the Holston River stood the magnificent elm tree referred to by Dr. Thomas Walker in the diary of his exploration trip through the valley in 1748. This tree was one of the twelve famous trees listed in the Hall of Fame for trees in the National Forestry Department at Washington. Nearly two hundred years have passed since

Beautiful Bay's Mountain Lake

the pioneers of 1748 first recorded its existence. Until quite recently it stood, silent sentinel of the centuries, with a spread of branches approximating 150 feet and a trunk diameter of 22 feet, sheltering a "bold" spring among its roots.

Tennessee's First Capital

A few miles to the southeast, lies the town of Jonesboro, famed as the first capital of the short lived "State of Franklin," formed out of the secession of the Tennessee counties from North Carolina in 1784. Here, the first legislative assembly was held, in March, 1785, and John Sevier was elected Governor. The Legislature of Franklin ended its existence at Greeneville, in September, 1787, this town having become the permanent seat of government.

From June 8, 1790, until the first Constitutional Convention was held January 11, 1796, at Knoxville, the state was under territorial government, William Blount being the Governor. In 1796 Knoxville became the state capital, and continued as such with brief changes to Kingston, until 1819 when the capital was moved to Murfreesboro, remaining there until 1826 at which time Nashville became the permanent capital.

The People

"People, not buildings, make a city, and the moral and mental fibre of the sturdy, resourceful people of the Kingsport community required two centuries in the making. These two centuries play a greater part in the city to-day than most of us are likely to realize."

Thus do we repeat the words of Howard Long as a prelude to the final observation in this book on Kingsport and its people.

The tourist, the historian, the botanist, the geologist, the industrialist, the sociologist, the collector and the hiker—all may find in this country objects of absorbing interest. The untrammeled wilderness is practically gone, after two centuries of settlement, yet so rugged and forested is the country and so isolated are large sections away from the main roads that a little search reveals what one desires to find.

But the greatest find of all, and the one overlooked by many, is people!

Hence we give you—the mountain people themselves, who because of that long isolation in the hills only recently broken by good roads and schools and industry, have retained certain early American virtues that a rich and proud America has well-nigh lost—a realization that one cannot get something for nothing—an amazing equality between men as men regardless of wealth or family name—and finally a faith in the power of prayer without which men would not have dared to cross an ocean in cockleshells and conquer a wilderness with hand-axes, and with which families have been raised in that wilderness against fearful odds to carry on the magnificent blood-strains which gave to our Republic in its hours of need such leaders as Daniel Boone, Andrew Jackson, Abraham Lincoln, Woodrow Wilson, and a host of others!



PART TWO

INDUSTRIAL KINGSPORT

Individual plant articles are based on material furnished by plants with the exception of the article on Holston Ordnance Works which is a condensation of a copyrighted story written by Miss Eillen Crawford and published in the Kingsport TIMES-NEWS.

Entering Kingsport from the east


KINGSPORT PRESS

INDUSTRIAL KINGSPORT

The immediate post-war era, precipitated by V-E and V-J Days of 1945, found Kingsport an entirely different community from the struggling, embryo city of 1918; it posed vastly different problems upon the people, the city government, the city's industries and business establishments than those encountered following the ending of World War I.

The victory of 1918 brought the immediate closing of Kingsport's largest industry, the wartime plant of the Federal Dye & Chemical Company, the first large scale employment unit of the then young city. Left with only cement, brick, extract, hosiery and pulp plants and a leather tannery, and those plants faced with heavy curtailment of production, the income-producing employment possibilities were bleak indeed. A huge new plant, planned for the production of saddlery and harness, stood completed but empty and without sign of life. A new community power plant was ready to furnish more than sufficient electricity. Thousands of men and women, young and old, in and around Kingsport needed income giving employment. New streets needed paving, there were sanitary and storm sewers to be built, school buildings were required for the already growing child population; morale and incentive were at a low ebb.

An industrial plant entrance

Yet the city fathers and the builders of a new industrial city were not dismayed. Actively they set to work to interest industrialists with vision, capital and determination in the nearby natural resources and the undeniable potentialities of Kingsport as a future industrial metropolis of giant size, strategically located to supply the needs of the nation and the world in a carefully chosen, limited group of essential products.

Their efforts were rapidly and successfully rewarded. Beginning in 1920 and extending through 1936 a veritable procession of nationally known firms became interested in locating in Kingsport all, or a part of, their production units. First, in 1920, came the establishment of a methanol (wood alcohol) distillation plant by the Eastman Kodak Company of Rochester, N. Y., destined to be the forerunner of the now huge Tennessee Eastman Corporation establishment, currently the city's largest industrial giant. Almost simultaneously, the Corning Glass Works of Corning, N. Y., began the production of Pyrex glass. By 1922 the never-used harness and saddlery plant was acquired for a book manufacturing plant and the Mead Corporation of Chillicothe, Ohio, took over the small pulp mill, increasing the pulp production and adding complete paper making. In 1924 the Borden interests of Fall River, Massachusetts, located a huge cotton spinning and weaving mill in this spectacularly growing city of Kingsport which, about that time began to be known as "the model city." With the closing of the extract and tannery plants due to a surplus of the type of goods they had hitherto manufactured and other causes, came

into being a leather belting plant now part of the operations of the Slip-Not Belting Corporation. Several new hosiery mills, a broad silk mill, and many other smaller industries appeared in rapid succession. In 1926 the book manufacturing plant sold its bookcloth producing unit to The Holliston Mills of Norwood, Massachusetts, and a new bookcloth and fabrics finishing plant, having many times the producing capacity of the original unit, was constructed adjacent to the book plant. About this time, the Blue Ridge Glass Corporation, formerly makers of "pyrex" glass, swung over into the large scale production of polished plate, ribbed and wire glass and expanded its facilities.

In 1932 came what may well be termed the most epochal industrial expansion among the already operating industrial giants of the community. Just as America began to slide into the depths of the economic depression of the 1930's, the Eastman Corporation commenced the production of acetate yarns, plastics, the processing of timber and lumber, box-shooks, and many other products. From an initial installation, huge in itself, year after year a seemingly steady expansion has gone forward until today, extending from old State Highway No. 81 familiarly called the "Horse Creek Road" (the easterly boundary of the corporate limits) and along the south fork of the Holston River, there stands an industrial city unmatched elsewhere in the United States unless it be found in the huge auto-making cities within the city of Detroit, Michigan.

Other Kingsport industries have steadily expanded also during the two and one-half decades from 1920 to

1945, and it was this combined infusion and growth of industry that kept Kingsport, the city, unconscious of the late and much lamented national economic depression. It was this same infusion and expansion of stable industry that produced the startling data found on page 1; that accounted for the increases, in the ten years from 1935 to 1945, in industrial employment from 3,824 to 19,672, in industrial wages and salaries from a little over 3 millions of dollars to 36 millions, in freight car loadings from 28,313 to 68,900 (1944), in Post Office receipts from $82,494 to $533,329, in bank deposits from 3½ million dollars to over 21 millions at the end of 1945, and in an unknown growth both dollar-wise and employment-wise among the merchants, professional people, service industries and all the many activities that go to make up the daily business of a community grown from 24,000 souls in 1930 to nearly 51,000 souls in 1940–45. Likewise, this same industrial development was mostly responsible for more housing, schools, churches, better streets, more public buildings and services, a fine city hospital, better water supply, better fire and police protection, and so on ad infinitum; in short, the building of a well balanced city, while taxes, bonded indebtedness, and the costs of city services remained at an unbelievable low.

The answer is obvious; stable employment at comparably high wages, unmarred by any serious labor disturbances, all created by sound business practices, independence with practical interdependence as between industries, and a willingness of worker, employer, business and professional man, housewife, city

official and school children to work together for the common good.

Another important factor in the growth of the Kingsport community during World War II is seen in the story of the building and operation of the Holston Ordnance Works found beginning on page 195, and the vital part played in this and the Oak Ridge drama of high explosive and atomic energy by the chemists, engineers and executives of the Tennessee Eastman Corporation. The location of the immense explosive producing plant on the outskirts of Kingsport was no happenstance, yet it gave employment to over 15,000 persons during the construction period and over 5,000 on an operating basis. It brought terrific problems to the young and rapidly growing city; housing, transportation, water, fire and police protection, school facilities, food and clothing supply, banking, entertainment, recreational facilities, etc., etc., all provided headaches for city officials and citizens alike. On the other hand it reciprocated by turning millions of dollars into the coffers of those who sold and served the thousands of augmented population, and the necessity for providing new and expanding city and private services brought to Kingsport an accelerated development during a most difficult period that should set the pattern for many years of future and continuing growth within and around the city.

The Victory of 1945 brought different problems to Kingsport, the city, and bigger problems; problems commensurate with a much larger metropolis, but not insurmountable. The problems to be faced in this post-

war period are not headed by unemployment; on the contrary, 30 days after the Holston Ordnance Works stopped operations, with nearly 5,000 persons facing unemployment, the U. S. Employment Service was seeking takers for 528 additional jobs. At the end of December, 1945, with half of Kingsport's 3,700 men who became part of the nation's armed services back home, all who desired jobs had been absorbed. With the per capita industrial wage of $838 in 1935 risen to $1,378 in 1940 and to $1,620 in 1944—and still on the upward trend—there is little for the average industrial worker to worry about concerning income. And, speaking of industrial workers, it should be said that Kingsport is not a "non-union" city; the Kingsport Press, America's largest exclusively book manufacturing plant is a 100% (AF of L) plant; other union contracts operate at the motor-transport, bookcloth, pulp and paper, brick and glass plants; open shop prevails in the other large industries; in the construction field the Carpenters', Brick Layers', Truck Drivers' and other union organizations are seemingly strong.

Everywhere one looks there are evidences of industrial expansion; new buildings, expansions or alterations to old buildings are either underway or definitely planned for construction as rapidly as men and materials can be obtained. Already announced and begun is a generous expansion to the Eastman plant, with contemplated expansion of the working force by at least 2,000. Buildings to house a doubling of the space and equipment devoted to printing alone are under construction at the book manufacturing plant.

Many new industries are needed in Kingsport. But, strange as it may seem, the Kingsport Development Commission (the newly created city body to study and recommend and undertake the initiation of all needed improvements and additions to the city's industries, facilities and services) has announced its considered judgment that Kingsport's immediate and post-war need is not for one or several more *large* industrial establishments but for many service industries and small plants to supplement the already established pattern of its present "big" industries—a furniture factory, mills to process rayon and plastics, perhaps a shoe factory, a modest specialty machinery producer, a commercial printer and lithographer, carton and paper-box plant, steel and light metals fabricating plant, electrical goods manufacturer, pharmaceutical producer; producers of candy, pottery, luggage, garments, marble and granite monuments, caskets; specialized machine shops, meat packing plant, flour and feed mills, chain bottling plants, additional laundries, etc.

During the recent war many of the industrial plants of Kingsport served the war needs by producing their usual products or by turning entire plants or single departments to the production of war requirements. With the exception of the Ordnance plant there was no complete, or even partial, curtailment of operations. Usually, reconversion involves retooling and readjustment on a gigantic scale. Not so with Kingsport's industries; reconversion for them did not mean going backward—for them almost en masse it was "forward, with improvement and expansion!"



TENNESSEE EASTMAN CORPORATION

The story of Tennessee Eastman is, in a sense, the story of Kingsport and the character of its people. City and industry have grown up together—expanding steadily in pre-war years, rapidly under war's demand for swift, multiple production. Together, they met this demand with an endless stream of war materials serving every branch of our armed forces. And together they will continue to grow in the interests of constructive post-war activity.

A subsidiary of the Eastman Kodak Company, the Tennessee Eastman Corporation was organized in 1920. It began operation in Kingsport as a wood-distillation and lumber producing plant, with the object of establishing a dependable source of supply for wood alcohol (known to chemists as methanol) for use in making Eastman film.

To obtain this objective, more than 40,000 acres of timber land in Tennessee and three adjoining states were purchased. From distillation of the lumber waste came methanol—and in addition, wood oils, acetic acid and charcoal.

During the early 30's, Tennessee Eastman extended its operations to become the world's most advanced plant for the production of cellulose acetate, an essential ingredient in the manufacture of Kodak safety film. This was logical because the materials were within easy access. Cellulose acetate is made by treating cotton linters with two chemicals: acetic anhydride and glacial acetic acid. Cotton was economically near at

Tennessee Eastman Corporation:
General view of Plant

hand, and acetic anhydride could be derived from acetic acid as a co-product of wood distillation.

Years of experiment with cellulose acetate were now bearing fruit. They led, early in this decade, to the introduction of two new products which are now Tennessee Eastman's principal products and acknowledged leaders in their widely separate fields. One was Eastman acetate rayon; the other was the plastic, Tenite. Both are manufactured from cellulose acetate of photographic purity.

Eastman acetate rayon is familiar to the public in two forms, *Koda* and *Teca*. Koda is a sleek continuous-filament yarn which by virtue of its beauty, uniformity and wearing qualities has found favor not only in high-fashion fabrics, but in weaves where service requirements are exceptional. Teca is Eastman's short-fibered, crimped acetate rayon which is spun into yarn and then woven into fabrics, giving them new texture interest, extra crush-resistance and shrinkage-control. Today, the Tennessee Eastman Corporation is the second largest producer of acetate rayon yarn.

Tenite, Eastman's molding composition, is known throughout the plastics industry for its extreme toughness, the beauty of its color range, its adaptability to thousands of uses. Its base is cellulose acetate or the mixed ester, cellulose acetate butyrate. Prior to the war, among many other applications, Tenite was used in the majority of automobiles for appointments such as steering wheels, dashboard panels, knobs, and handles.

At the beginning of the war, the Tennessee Eastman

Two forms of Eastman acetate rayon. (1) KODA, a continuous-filament yarn, smooth and unbroken, mile after mile. (2) TECA, a soft, crimped fiber which is spun into yarn just as cotton or wool fibers are spun.

plant consisted of over 100 buildings on a site of 375 acres beside the Holston River, and employed approximately 7,000 men and women, many of whom were scientists, chemists and skilled technicians. It was a large-scale laboratory and manufacturing unit with powerful potentialities for turning out vital war materials.

The largest of the three large-scale atomic-bomb plants at Oak Ridge, Tennessee, is operated by Tennessee Eastman Corporation. Holston Ordnance Works, which is mentioned elsewhere in this book, also is operated by the Corporation under a contract with the U. S. Ordnance Department.

In addition to operating these Government-owned plants, Tennessee Eastman has directed its energies toward a high level of war production in its regular business—adapting familiar products and developing a number of other products to suit specialized war uses. This effort was consistently maintained, until by the spring of 1944, its output was the largest in its history. A plant capable of producing 36,000,000 pounds of acetone annually for direct war purposes had been completed, and was relieving an acute shortage of a chemical important in the manufacture of explosives, photographic film, acetate rayon yarn and cellulose acetate plastics.

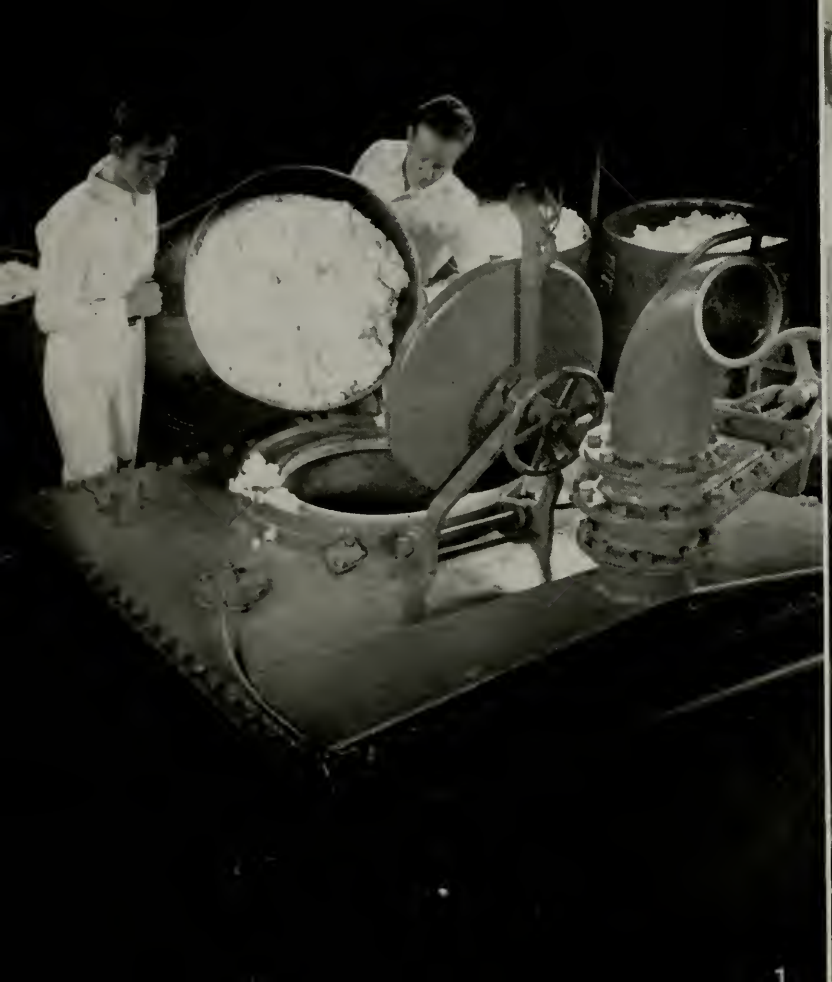
Products from Tennessee Eastman were now going into much war material, as a brief survey of some outstanding contributions will show:

Cellulose acetate and mixed esters made in Kingsport were providing the base materials for all Kodak safety

film—film employed in hundreds of essential war jobs. This film was carrying V-Mail to soldiers and sailors all over the world at the rate of thirty-five million letters a month. In aerial and reconnaissance photography, it was supplying military intelligence with data leading to attack on the ground, by sea and in the air. It had aided in mapping military and hitherto uncharted territory in areas totaling nearly three times the size of the continental United States. It had helped to save lives by X-ray. Motion picture training films were teaching an Army and Navy strategy; stirring documentary films were bringing the war close to the home front.

Protecting a soldier's field rations was another use of Tennessee Eastman cellulose acetate butyrate. To prevent breakage or tearing, and to kill reflection on the smooth aluminum-foil packages containing powdered bouillon, coffee and fruit juices, the containers were laminated with tough transparent sheeting made from this material. Cellulose acetate butyrate strengthened the foil without obscuring printing on the packages. The success of this technique indicates its extension to post-war packaging.

Cellulose acetate butyrate was used to insulate miles of electrical wiring for giant bombers and transport planes. Additional quantities of cellulose esters were marketed for airplane lacquers, for the shock-proof transparent noses and blisters of training planes, and for the goggles worn by airmen and tank crews. Acetate sheet proved invaluable in protecting the field maps on which campaigns were plotted. These repre-




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sent only a few of the war outlets found for this material.

Tenite, Tennessee Eastman's plastic, went to war in more than a hundred different articles. Vast quantities of finished Tenite products were molded at the fastest speeds ever attained with plastics to meet Army and Navy demands. Because Tenite is strong and durable under varying weather conditions, it withstood hard and active duty on all fronts.

Bayonet scabbards made with Tenite were issued to U. S. troops throughout the world. The Tenite bugle replaced the brass bugle, combining an equally good tone with the added advantages of light weight, shock-resistance and a minimum of light reflection. For troops in the tropics, Tenite vacuum pumps for extracting venom from snake-bite wounds were adopted by the U. S. Medical Corps. Parachute troops were guided to their supplies and equipment during night raids by Tenite indicator lamps attached to aerial delivery containers. The transparent Tenite lens caps employed five different colors for prompt identification of the various packages containing weapons, provisions or first-aid supplies.

On troop convoys, in canteens behind the lines, and in convalescent military hospitals, Tenite served a less active but important purpose. Pocket-size, easy-to-play musical instruments, including millions of tonettes and ocarinas made of Tenite were issued by the Army to men overseas, and provided an incalculable measure of relief from tedium and battle weariness.

Specialized Army and Navy textile needs found a

(1) Starting point in the manufacture of cellulose acetate. Into the acetylating mixer go cotton linters, catalysts, a vinegary solution of acetic anhydride and acetic acid. (2) Pouring out from the acetylator is the sirupy cellulose acetate which may eventually become photographic film, transparent wrapping material, acetate rayon yarn or the plastic, Tenite.





source of supply in Eastman acetate rayon. Here, Eastman acetate dyestuffs collaborated, for they were instrumental in obtaining satisfactory regulation colors. Many of the brightly colored divisional and regimental insignia were Eastman dyes at their best.

Tropical uniforms woven with Teca, Eastman crimped acetate rayon, and dyed with Eastman dyestuffs provided for the comfort of both Army and Navy officers. Characteristics of this fiber adapt it particularly well to hot, humid climates, with the result that Teca uniforms were cool, mildew resistant, crush-resistant and easily cleaned. Sailor's neckerchiefs were woven of Koda, continuous filament acetate rayon.

Apart from its use in military clothing, Eastman acetate rayon went directly into the line of fire in the tow targets or "socks" substituted for enemy planes in aerial target practice. It also went into the tough, mildew-resistant tapes used in the tropics on jungle hammocks, insect bars and mosquito head nets.

The Eastman Research Laboratories were instrumental in developing brand new yarns with properties which would better serve specific wartime purposes. Notable in this connection was a high-impact acetate rayon yarn meeting Army specifications for the cargo parachutes used to deliver supplies and ammunition to paratroopers and men cut off from regular supply routes behind enemy lines.

While less well known to the public than many other Eastman products, Tennessee Eastman gasoline inhibitors, TE-4 and TE-5, offered a very valuable wartime contribution. These chemical antioxidants were impor-

U. S. Army musical instruments of Tenite plastic conserved much critical metal for other war purposes, and offered additional advantages in tone quality, light weight, ease of polishing. (1) Each Tenite bugle saved almost two pounds of brass. (2) Tenite fifes, adopted by the Army fife and drum corps, replaced fifes of plated brass or nickel silver.





tant in conditioning high-octane gasoline for aviation use, as well as in refining all-purpose military fuel.

Much fighting steel received its toughness from carburization with hardwood charcoal, one of Tennessee Eastman's wood-distillation products. Other forest products from the wood-distillation plant went into the manufacture of pharmaceuticals and wood preservatives for shipyard construction.

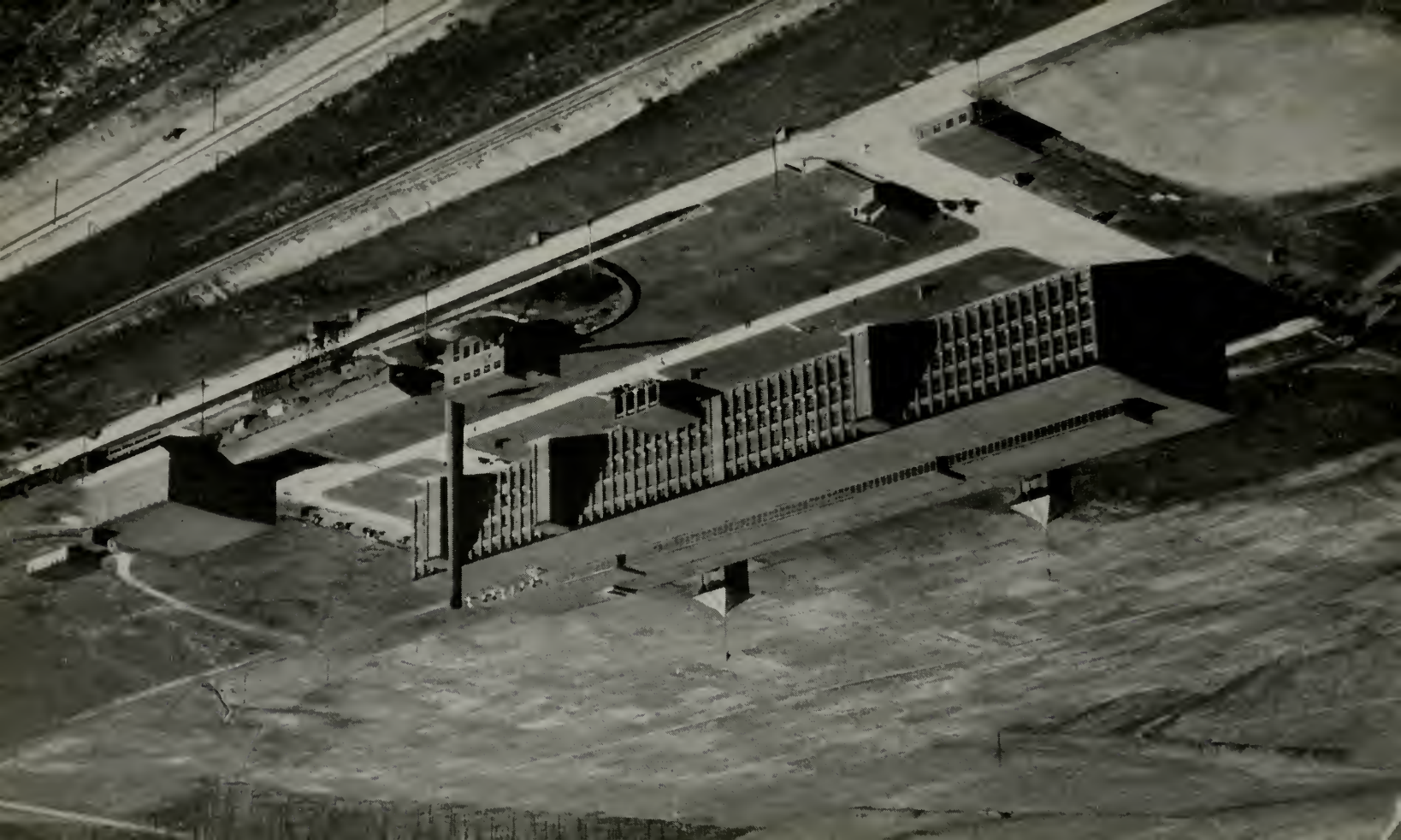
Lumber from Tennessee Eastman's timber resources found its way to many corners of the globe in amphibian tractors, PT boats, airplane struts and frames, minesweeper decks and Army cargo trucks. Tennessee Eastman shops, in addition to handling the maintenance and repair work for the operation producing all these products, constructed parts for destroyer-escort vessels, special chemical equipment for the synthetic rubber program and other critical war items.

An important developing agent for photographic film, the chemical hydroquinone was further employed in the manufacture of synthetic rubber and as an antioxidant in making rubber tires for the armed forces.

Behind this production report for war lies the sustained effort and loyalty of Tennessee Eastman's entire personnel. This is a proud acknowledgement which extends to the more than 2,000 men and women who left to become members of our Army and Navy.

The steadfast purpose of Tennessee Eastman is to build as well for peace as for war. That is the aim of its continuous research, and the promise which its war achievement record holds for the future.

(1) Nurses' uniform of Koda Diagonal, an all-Eastman acetate rayon fabric. (2) A wartime use of TENITE, tough Eastman plastic—this bayonet scabbard which the Army found more durable than the old wood-and-rawhide type.



BORDEN MILLS, INCORPORATED

Cotton cloth manufactured by the Borden Mills eventually reaches millions of homes throughout the United States in one form or another. The weekly production of this huge mill, when operating on three shifts, averages 1,125,000 yards of cloth, a little more than half of which is shirtings and the remainder percales. When one considers that garment manufacturers can produce from this weekly yardage approximately 250,000 shirts and 114,000 dresses, or nearly 20 million garments on an annual basis, it is not difficult to imagine the widespread contacts of Kingsport-made Borden Mills goods.

At the peak of the war period fully seventy-five percent of the total production went directly to aid the war effort, being made into such items as helmets, head-nets, gas masks, code wire, shell sealing tape, life rafts, storm suits, food bags, comforters, Army shorts, Navy shorts, etc. The owners and management cooperated wholeheartedly with Government in making the facilities of this essential-to-war-effort plant fully available on any basis desired. In December, 1943, the much coveted Army-Navy "E" Award and pennant for excellence in the production of essential war materials was presented to the employees. This, the highest honor awarded by our Armed services in recognition of outstanding production results, was renewed in June, 1944, adding a star to the plant pennant for additional superiority in production for another six months period. The high war production record was main-

Borden Mills, Incorporated, aerial view



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tained through V-J Day and in the immediate post-war period this plant has continued to cooperate with the Civilian Production Administration in its attempts to adequately allocate the prevailing short supply of cotton base-goods.

The mill manufactures only unbleached cotton cloth, also called cotton gray goods by the industry. In bulk, about a railroad car load of the finished product is produced each day. It is then sent elsewhere for bleaching and printing, and is sold through the corporation's New York office at 90 Worth Street. All standard weaves of print cloth are made here.

More than 1,500 people are employed when operating on three shifts in spacious buildings, quite different from the old time cotton mill, equipped with the latest types of improved machinery. An example of the modern methods used is found in the transportation of the raw cotton from the separate cotton warehouse building to the third floor of the main plant immediately adjacent. Instead of the laborious handling of immense bales, the cotton is blown from the warehouse, underground, by a tube system to the machines which start the manufacturing processes.

The cornerstone of this mill was laid October 11, 1924 and actual production began May 26, 1925. Upper East Tennessee may on first thought seem a peculiar location for a big textile plant. It is north of the cotton belt, and yet is very near the raw material. It is within easy and economic reach of the finished goods markets. Combined with these advantages the further supply, which has been at all times adequate, of industrious,

(1) *Loom floor*
(2) *Cotton "sliver"*



dependable American labor of the Anglo-Saxon strain, and the near supply of coal, coupled with immediately adjacent acreage for employee housing and you have a better understanding of Kingsport as a textile center. Since this plant was established a potential local user of cotton yardage of the type produced here has located in this industrial city—the bookcloth producing plant—another link in the interdependence, yet independence, of Kingsport's industrial activities. Go a step farther and couple to these advantages the natural advantages of Kingsport as a city and as an industrial center, with a fine spirit of community cooperation everywhere in evidence and you have the fundamental reasons of the founders of this enterprise, the subsequent success of which has well justified the vision of the men who placed it in Kingsport.

The plant built and maintains a most attractive residential village, originally of 277 single homes, named "Oakdale," in which every house is located on parked streets with concrete paving, curbs, gutters and sidewalks. Each home is thoroughly equipped with all modern conveniences, is surrounded with well kept lawns, ample shrubbery and rented to the employees at a most modest monthly cost. A park, churches and ample recreational facilities are available to all.

In 1942 a modern cafeteria building was added to the facilities designed for employee comfort, convenience and health protection of employees. An employees' Credit Union has functioned since 1940 and it ranked first in the state in the volume of War Bonds sold.

Scene in "Oakdale," the Borden Mills' village



BLUE RIDGE GLASS CORPORATION

Among the many products manufactured here by the Blue Ridge Glass Corporation, and some of their uses, are rolled figured glass for factory windows, ornamental and polished figured glass for partitions in offices and elsewhere, and rolled and polished wire glass for use where safety is desired or required by law from fire, breakage or other hazards, such as in the windows, elevator shaft openings and fire walls of buildings of all kinds, factory windows, overhead lights, revolving doors, skylights and ship uses. "Aklo" (plain or "frosted") is a heat-absorbing, glare-reducing Blue Ridge glass of a blue-green color for glazing windows of plants or offices. Its use improves so much the comfort of workers that it has been justly said that glazing with "Aklo" is like "putting sun glasses on your plant." "Securit," a Blue Ridge specially heat-tempered glass 3½ times stronger than regular figured glass, is widely used where glass is subject to shock, to heat, and to unusual stress or abuse. When "Securit" finally breaks, it distintegrates into small round edged harmless particles instead of breaking into jagged pieces like ordinary glass. This safety feature is essential for many applications.

Requiring a great investment in equipment, facilities and talent, the company's methods and operations combine the glass-making arts of both the old and the new world. Fathered by a triumvirate of internationally famous glass-making institutions, Blue Ridge was organized in 1925, as a corporate offspring of the

Blue Ridge Glass Corporation, aerial view

Corning Glass Works of Corning, N. Y., one of the nation's leading glass industries, and two great foreign concerns—St. Gobain, Chauny et Cirey of Paris, incorporated in 1665, and Glaceries Nationales Belges of Brussels. The products are distributed exclusively by the Libby-Owens-Ford Glass Company.

Glass is one of man's oldest materials, but as manufactured here in Kingsport it is in such greatly improved form for so many different uses that it is making possible greater efficiency and comfort in factory, office, bank, shop and home.

The manufacture of glass calls for many ingredients, some of which are among Mother Earth's most important children—sand, soda ash and lime. Fusing of these raw materials, obtained from Virginia, the Carolinas and Tennessee, with gas made from coal mined in Virginia and Kentucky, provides the brilliant glass which is shipped in crates made from the lumber that is so abundantly produced in the South.

The corporation's rolled figured glass, by means of an improved process, is famous for its brilliant lustre, flatness and uniformity of thickness, its ease of cutting and its adaptability of design.

"Louvrex," "Flutex," "Doublex" and several other Blue Ridge patterns of the "linear type" are new designs of distinction which are widely recognized as essential for all modern types of creative and decorative art.

There are seventeen different patterns of Blue Ridge rolled figured glass, ranging in thickness from ⅛ to ½ inch and available in widths up to 60 inches and

maximum lengths of 144 inches—each designed to solve a different type of daylighting problem and to satisfy the individual tastes of architects generally. Into Kingsport every day come letters from architects all over the country, each seeking new data regarding the use of various types of glass.

Blue Ridge "wire" glass is produced by inserting a hexagonal wire mesh into the sheet of glass while it is in the molten state. Such glass, a legal requirement for fire protection in many states, is a form of safety glass of tremendous importance when used in a fire wall. Its ability to stay in place, even though broken through impact or severe jolts, makes it ideal for skylights, revolving doors, office partitions, in ships and in many other places where breakage hazards must be reduced to a minimum.

Formerly, wire glass was made in single sheets up to twelve feet long by sealing wire mesh between two sheets of plastic glass, the composite sheet thus created being smoothed over by passing the glass under a pair of heavy rollers.

Better results are obtained now, however, with the Lewis-Pond continuous process developed by Blue Ridge. First of all, a patented wire-plating process provides a wire mesh that does not discolor during formation of the sheet and prevents rusting of the wire later on. This process of insertion provides a perfect seal at all points, aiding in the elimination of rust possibilities and preventing bubble clusters from forming around the bright clean wire.

Wire mesh is pushed and fed into the sheet of glass,

parallel with the glass surface. Thus a continuous sheet of wire glass is obtained, completely sealed at all points, the wire remaining bright and unoxidized and the method providing for increased strength and clarity.

Polished wire glass, because it is ground and polished on both surfaces, has the strength of ordinary wire glass and the transparency of polished plate glass. It is enjoying an ever-increasing demand, particularly in office buildings.

Emphasis on daylight in current architecture has brought wire glass into greater prominence than ever. Millions of feet of this Blue Ridge product are being used in construction.

A continuous machine, the "Boudin" process, is used to produce Blue Ridge unwired figured products. The hot glass passes between metal rolls, one roll being smooth, providing a lustrous flat surface, while the other imprints a desired pattern—Diffusex, Luminex, Industrex—any of the designs so much sought after by architects.

Son of illustrious parents, Blue Ridge today is a friendly fire-eating giant of industry, its appetite a ravenous but enthralling spectacle to behold, its products the every-day light-giving material so necessary to better work and more enjoyable relaxation for millions.

PENNSYLVANIA-DIXIE CEMENT CORPORATION

The Kingsport plant of the Pennsylvania-Dixie Cement Corporation was one of the first industries to be built in Kingsport to obtain the advantages offered by the rapidly developing South. Its construction was started in 1910 and completed in June, 1911 when the plant went into production. It ranks among the larger plants of the country engaged in manufacturing Portland cement, a material of construction second only in importance to steel. In terms of volume of product, it ranks fourth among the eight plants operated by the company.

Its subsidiary, Marcem Quarries Corporation, operates a large quarry at Marcem, just beyond Gate City, Virginia, from which plant the limestone is shipped in steel hopper cars, owned by the company, to Kingsport where it is processed with shale, quarried at the plant, to make cement.

Approximately 320,000 tons of limestone; 77,000 tons of shale; 75,000 tons of coal; and 10,000 tons of gypsum are used annually to make the product. Approximately 4,000,000 cloth and paper sacks are used in shipping, while a large percentage of cement is shipped in bulk.

The Pennsylvania-Dixie Cement Corporation ranks among the leaders in the cement industry. Its eight plants, located as follows,

No. 1 Kingsport, Tennessee
2 Clinchfield, Georgia
3 Richard City, Tennessee



4 Nazareth, Pennsylvania
5 Penn Allen, Pennsylvania
6 Bath, Pennsylvania
7 Portland Point, New York
8 West Des Moines, Iowa

produce a sizeable portion of the Portland cement used in this country.

The executive office of the Corporation is located at New York City; the general operating and accounting office at Nazareth, Pennsylvania. Sales offices are maintained at New York City; Philadelphia; Boston; Rochester, New York; Chattanooga, Tennessee; Atlanta, Georgia; and Des Moines, Iowa.

Cement from the Kingsport plant, as might be expected, has been generously employed in the construction of the material and permanent structure of the city. Streets, sewers, waterworks, buildings, viaducts, bridges and every type of construction within the community has employed, either entirely or to a large degree, cement produced locally.

All Pennsylvania-Dixie plants are keenly safety conscious; the health and safety of their employed personnel has been continuously guarded; the Kingsport plant for several years has proudly borne the accolade of the state in recognition of its maintenance of long periods of operation unbroken by serious lost-time accidents.

During the war period all plants of the Corporation made notable contributions to the war effort in producing huge tonnages of Portland cement employed in the essential war construction.

Pennsylvania-Dixie Cement Corporation, aerial view



KINGSPORT FOUNDRY AND MANUFACTURING CORPORATION

Steady increase in the variety and quality of products demanded by a widely divergent clientele has been responsible for the rapid growth of the Kingsport Foundry and Manufacturing Corporation. The business was organized and the foundry built in 1927, and it has been necessary to constantly expand and improve the facilities, major expansions having been made in 1928, 1929, 1941 and 1946.

As one of Kingsport's newer and fastest growing industries, it is interesting to note that the organizers visualized not only the immediate opportunities existing within the city, but likewise appraised Kingsport's central location within a rapidly developing industrial area, coupled with adequate railroad freight facilities with which to serve such a constantly enlarging field of activity. Few persons realize that one railroad, provided it has ample trunk line connections, can furnish superior transportation, especially for heavy and bulky products.

This plant was primarily designed to produce heavy chemical processing castings up to fifteen tons per unit. Such are the changing requirements of service in these industries that soon after this plant was completed and put in operation, the demand for pure nickel, monel, ni-resist, bronze and aluminum castings warranted the immediate installation of special furnaces for melting non-ferrous metals and alloys.

Castings are alloyed to specifications to meet the

Kingsport Foundry and Manufacturing Corporation plant

most exacting requirements of the chemical industry. Special machinery is built to order and tested, embodying gears, speed reducers, fans and frequently including special metals, such as pure nickel drums, non-magnetic iron hoppers, gears, frames, etc.

From the foundry and machine shop of this plant go castings for the manufacture of soap, alkali, the refining of sugar and other essential products in far parts of the east and middle west of our United States. Electric furnace machinery for the chemical trade, conspicuous because of the non-magnetic qualities of the metals used in such construction, and blast furnace equipment, such as the gas controlled apparatus much used by the steel industry, are regular productions here.

As might be expected, due to the heavy type of products handled, this plant is provided with heavy duty equipment; two fifteen ton electric cranes, travelling the entire length of the main plant, above a railroad siding, furnish handling facilities for the largest and heaviest of products; in the machine shop are found huge boring mills, planers, shapers and the necessary smaller machines, all of the most modern and efficient type. Completing the picture, the corporation operates its own pattern and forge shops, thus making it one of the best equipped plants in the South, staffed with competent personnel, and offering contract manufacturing service to industry that is unexcelled anywhere.

SLIP-NOT BELTING CORPORATION

This company operates in two capacities—first, as a manufacturer and second, as a jobbing distributor. Its manufacturing processes include the tanning of hides, the currying and processing of leather and the manufacture of leather belting and mechanical leather specialties. As a jobber, it distributes directly and from its own stocks various types of power transmission equipment, including conveying machinery, and specializes in purveying stainless steel of all types.

Organized in 1926 by H. J. Shivell, after having been operated for seven years as a department of the former Grant Leather Corporation of this city, the company originally manufactured and marketed only leather belting. This product has been continued and its quality steadily improved over the twenty years since the business was established until the SLIP-NOT Brand is known throughout the United States as a transmission belt of superior and extra quality. The company takes justifiable pride in the experience, skill and reputation of its belt makers, this particular group of employees having an average record of more than eleven years' experience in the company's own shop.

In 1928, a curry shop was added for the finishing and processing of leather to be manufactured into belting and leather specialties. This added department made possible an increase in the types and kinds of leather employed and sold. The success of this new operation necessitated expansion into larger quarters which were provided in 1933.



A complete line of power transmission equipment to supplement the belting services was added in 1933. This line includes motors, pulleys, bearings, conveying equipment and allied types of equipment, etc. Later, the company became actively identified with the distribution of stainless steel for industrial purposes and has developed a fine clientele reputation as distributor of tubes, pipe, sheets and plates of this material.

The necessity for controlling the processing of its leather products through every step of manufacture led to the establishment of the company's own tannery in 1935 for the production of special types of leathers. Tanning was the last link in effecting complete control.

The Slip-Not Belting Corporation is essentially a service organization. Its general policy has been to render every possible service to local industries in connection with their mechanical operations. Hand-in-hand with this form of service has come the development of specialty leathers used throughout the entire textile field. The company's sales organization not only serves local industries, but sells leather belting and leather products throughout the eastern, central and southern areas of the United States, and in other areas through mill supply dealers and distributors. Direct sales emphasis is placed on textile mill requirements of leather belting and loom leathers; the company has an established reputation in the textile field as an outstanding producer of textile leather equipment. Wide distribution and a consistently maintained policy of making and selling only high-grade products has brought the company an excellent reputation.

Slip-Not Belting Corporation plant


MEAD

THE MEAD CORPORATION
KINGSPORT DIVISION

Wood and water are the essential components of papermaking. Fifteen million gallons of water, one hundred and seventy cords of yellow poplar, gum and maple are used each day by The Kingsport Division of The Mead Corporation in the manufacture of paper and pulp.

Soda pulp was first made in Kingsport in 1917, when the plant of the Kingsport Pulp Company was placed in operation. Within three years the initial production of forty tons of pulp was doubled, and the company was reorganized and made part of the chain of mills constituting The Mead Corporation.

Soda pulp differs from ground wood pulp—which is commonly used in newsprint—by being manufactured chemically rather than mechanically, and from sulphite and sulphate pulps by the solvent with which it is cooked. It is named for the solution of caustic soda which performs the disintegration of the wood.

The wood received at Kingsport is from eight Southern states, and is already peeled and cut into five-foot lengths. It is stacked in the wood-yard for seasoning. An endless drag chain carries the logs into the mill, through a pressure washer, to a rotary chipper which reduces the wood to small uniform chips. A screen sorts out all oversize chips to be cut again, while those which pass through the screen are carried to great thirty feet high cooking cylinders called digesters.

Colorless caustic liquor, prepared by the action of

Mead Corporation, Kingsport plant: (1) *office and plant*, (2) *wood storage yard*



soda ash and lime, and steam are circulated through the chips in the digester for five hours, until the ligneous matter is dissolved out of the wood, turning the liquor a rich dark brown. The mass of cellulose fibers which remains is blown by the pressure in the digesters into large circular wash-pans, where repeated washings free it from the dissolved impurities.

The brown stock is fed into rotary screens which remove all knots and undigested particles of wood, and is then pumped to the bleaching process. This process is accomplished in the most modern type of pulp bleaching equipment, and includes two newly developed stages plus the use of the older method of bleaching employing Bellmer bleachers. Liquid chlorine, caustic solution and bleaching solution are used at these stages. This process developes a soda pulp of superior quality under fully controlled conditions. The final product is bright and of a natural whiteness.

Again it is washed and after dilution with great quantities of water is formed into a continuous sheet on wire-covered cylinders rotating in vats filled with pulp, pressed and dried. The heavy, absorbent sheets of pulp are shipped to other paper manufacturers in bales and rolls.

From 1920 to 1923 soda pulp was the sole product of the mill; the entire production was shipped away from Kingsport to be converted into paper by other plants. In 1923, the paper mill was erected and a Fourdrinier paper machine was installed to use part of the pulp directly in the manufacture of paper.

Pulp for the paper mill is handled in a slush form.

Steps in paper-making: (1) *chippers*, (2) *digesters*, (3) *washing pulp*, (4) *bleaching pulp*, (5) *paper machines*, (6) *finishing rolls*, (7) *calendering rolls*, (8) *sheeting*



From the bleachers it is washed and forced between the bars of beaters which brush and hydrate the fibers to the degree required by the type of paper in manufacture. The strength of paper is controlled by the beater treatment, and the various types of pulp which are added to the soda here. This also varies with the qualities desired in the finished paper. Dye is also added in the beaters to give the right off-white shade, and sizing to obtain the proper resistance to moisture. The rotating blades of the jordans complete the preparation of the stock for papermaking, and insure that the fibers have been uniformly cut and treated.

The pulp flows through mechanical devices to trap out any dirt not previously removed, is diluted to a thin suspension in water, and passes out onto the moving wire cloth of the paper machine. Excess water drains out through the wire, which is constantly shaken from side to side, and a web of felted, closely woven fibers is left. The wet paper is squeezed between heavily loaded presses and is carried through a long battery of steam cylinders which dry it alternately on the top and bottom. When it leaves the driers, it is threaded through two large stacks of smooth, heated rolls, called calenders, which impart to it a degree of finish. Further finishing is accomplished at subsequent processing locations independent of the papermaking machines, and rigid sorting and inspection is provided to ensure only quality products being shipped.

By adjustment of its complex mechanism, a single paper machine can make papers with an infinite variety of texture, smoothness, opacity, weight, and thickness.

Sorting and inspection of paper in machine coated grades; uncoated grades are handled in another similar department

A second Fourdrinier was installed by the Mead Corporation in 1927 and two others in 1937. On its four machines the company regularly produces paper for novels, textbooks, tablets, hosiery inserts, envelopes, drinking cups, book endsheets, magazines, mimeographs, labels, pamphlets, maps, calenders and sheet music.

The Kingsport plant of The Mead Corporation is a wholly self-contained manufacturing unit, having its own power plants—both steam and electric—and produces an average of 195 tons of finished paper and 130 tons of pulp daily.

The Mead Corporation embraces fourteen divisions and subsidiaries for the manufacture of pulp, paper, paperboard, and chestnut extract. There are plants in eight states and a total of 4,100 people are employed in the combined operations of the Corporation.

The history of The Mead Corporation dates back to 1846—just 100 years—when Colonel Daniel E. Mead became a partner and founder of the papermaking firm of Ellis, Chaflin & Company, Dayton, Ohio. Among the Corporation's operations in other cities, the Dill & Collins plant in Philadelphia (originated in 1690) producing high grade printing papers, the Wheelwright plant in North Leominster, Mass., making mill bristols, and plants at Escanaba and Manistique, Michigan, and Brunswick, Georgia, are especially notable. Mead papers are regularly shipped to all parts of the United States and many foreign countries.

HOLLISTON MILLS OF TENNESSEE, INCORPORATED

The bookcloth manufactured by the Holliston Mills of Tennessee finds its way into the bindings of millions of books, made in Kingsport and over the world, while its other products have an equally wide distribution. All these products are marketed through the sales organization of the parent company, the Holliston Mills of Norwood, Massachusetts, incorporated in 1893, and having agencies throughout the United States and in a number of foreign countries.

Shade cloth and window shades are other principal products of the company, while cloth is also manufactured for makers of the labels and tags one sees on innumerable articles requiring serviceable markings, such as clothing and mattresses.

The Kingsport plant of the Holliston Mills was constructed in 1926, due to an increase in business and the decision to establish a new factory near the source of raw material, which is the unbleached gray cloth obtainable from certain southern cotton mills. Another factor was the need for establishing its own bleachery to handle the bleaching of all gray goods for both plants. Such a bleachery, from an economic standpoint, should be located near the source of raw materials and in line of transit to both finishing plants. The Borden Mills, Inc., already located in Kingsport, could be considered as a source of certain types of gray goods, while the Kingsport Press, Inc. was already a large consumer of the products of the parent company. Kingsport also offered


THE
HOLLISTON MILLS OF TENN.

desirable opportunities as a distribution point for company products.

In making bookcloth and shade cloth, fabrics specially woven for the particular purpose are purchased from cotton mills specializing in these types of cloth. The first process, bleaching, is done to remove the natural oils in the cotton fiber and to eliminate other impurities which have accumulated in the making of the cotton into cloth. The cloth will then take the dyes readily and give clear bright shades.

Bookcloth and shade cloth are both bleached and dyed in much the same manner. The finishing operation varies considerably, dependent upon the type and grade being manufactured.

Finishing mainly consists of filling the bleached and dyed cloth with a coloring material after which this filling is usually smoothed out by calendering. Bookcloth is embossed with a variety of designs and is made in a great variety of colors and finishes.

Pyroxylin coated and impregnated cloths are also produced, which grades are very popular, especially for text book bindings. In combination with the parent company, this Kingsport plant enjoys the distinction of being one of the three largest producers of book-cloth in the United States.

A large bookcloth producing plant in Braintree, Massachusetts, has been acquired in recent years, making the Kingsport plant one in a chain of three operated by the parent company. Numerous and extensive improvements and additions have been made at the local plant since 1937.

Holliston Mills of Tennessee, Incorporated, plant



KINGSPORT PRESS, INC.

Locating the world's largest book manufacturing plant in Kingsport, nearly 700 miles from the book publication centers of the United States, may appear a bit unusual. In 1922 when this establishment began operations it was most unusual and the skeptics scoffed at the possible success of such an undertaking. Today, with the advantages of rail, motor and air transportation, the telephone and teletype, the decentralization of industry, it is less difficult to understand.

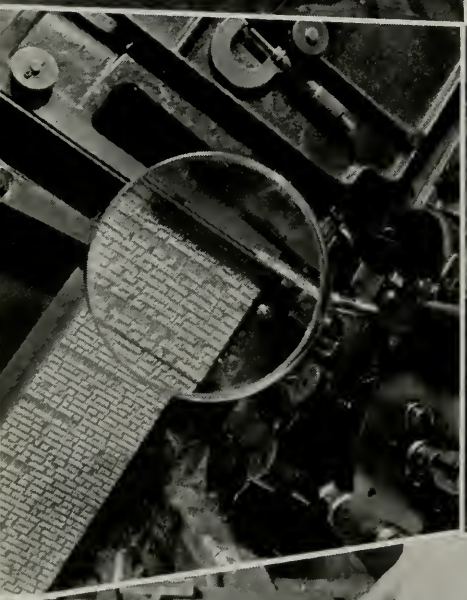
Kingsport has the unique distinction of being the only city in the world in which is found the true combination of all the essential industries which provide facilities for complete book-making. Here the logs are turned into pulp, the pulp into paper; raw cotton is spun into thread and the thread woven into cloth, that cloth bleached, dyed, and finished into bookcloth; the manuscript translated into type, type into plates, plates used to transmit the printed word to the paper, and the printed sheets cut, folded, assembled and bound into book form, with covers of bookcloth properly embellished to complete the process. Not to stop the chain of production, here also may be seen trees cut into lumber, that lumber made into box-shooks and those shooks into packing cases, to house the finished books in their journey to some market in the outer world. Belts which supply the power from innumerable electric motors turn the wheels which propel the endless machines used in the various processes of book manufacturing are also made in Kingsport.

Kingsport Press, Inc., plant, aerial view






3




5





Begun in 1922 as a plant for making a low cost, nationally distributed series of titles of the "classics" variety, in 1925 it was transformed into a plant capable of producing all types of durable bound books. No magazines are attempted for two obvious reasons; the magazine production field, like the book field, is a highly specialised industry and is likewise over-equipped today, also it is not economically possible to produce magazines and books in the same plant on the same equipment simultaneously. The book-maker, like the shoemaker, "sticks to his last."

The development of this plant from a modest beginning to its position today as the world's premier book plant, was not accomplished in a day, nor without growing pains. In its inception it was designed to provide employment for local young men and women. To accomplish this, expert craftsmen were needed to provide the instructors for training these young people. A vocational school was operated for several years, under the supervision of the State Board of Education, and continuation courses were maintained after the early preparatory training was completed. Today, less than thirty men and women are employed here who were not actually trained entirely in this plant.

Visitors to this interesting industrial giant find many technical operations and much fascinating machinery to intrigue them. Planned for straight-line production, one may start in the office with a visualization of the preparation necessary to start a book into life, follow the author's manuscript out into the composing or typographic division, see it translated from type-

Book-making processes: (1) hand typesetting, (2) linotypes and monotype keyboards, (3) locking-up type, (4) monotype casting type, (5) molding the type, (6) electrotype plate in rough cast, (7) electrotype shell in the battery

written sheets into type (monotype) or slugs (linotype), observe the care with which the proof-sheets from the type are compared by expertly trained readers with the original copy, then watch deft fingers makeup the "pages," lock them into steel chases and prepare them for the plate-making operations.

In the electrotyping room are to be seen the molding of the type forms in wax, the preparation of those molds or "cases" by building-up, wet-black-leading, and sensitizing for immersion in the electrolytic tanks, where the thin copper "shell" is deposited on the wax case, giving a perfect reproduction of the type face. And, after the shell is ready, the peeling of the shell from the case, the backing-up of the shell with electrotype metal to give the "plate" the sturdy quality needed for many thousands of press impressions, and finally, the shaving, finishing, trimming, bevelling and proving processes which end with a perfect printing plate. Here also, are to be observed the processes of making duplications of half-tone or other illustration plates by either the wax or the lead molding steps. Four-color process plates, with their gradations of color, are fascinating to watch in both manufacture and printing.

One may then step down into the pressroom where huge, roaring monsters of presses of one and two "cylinders," accepting tall "skids" of paper at one end in electric elevators, and with up to 256 plates fastened to their "beds," deliver enormous sheets printed either on one or both sides ready for folding and binding. Here, too, are marvelously intricate two-color presses

printing two colors on one side of the paper simultaneously. Plate storage vaults, ink storage vaults, a paper storage and conditioning warehouse, high-speed small presses turning out book jackets, electric trucks transporting three ton loads of paper and printed sheets are envisioned as one walks along. Curious looking "guns" with many shining chambers are encountered and curiosity elicits the answer that these are the molds in which the ink rollers, used in the presses, are cast.

On into the bindery, where one sees endless rows of huge machines turning flat printed sheets into folded book-sections, or "signatures" as they are called; dozens of good looking young women pasting the black or colored illustrations into book sections; machines which add the folded endpapers and reinforce them to the first and last sections of the book, and a long caterpillar-type of machine that assembles the sections into a complete book. There are two of these and one adds wire stitches to the assembled book if desired for strengthening, or prior to side-thread stitching, as in school books. And dozens of quietly moving, but speedily operated sewing machines which sew the book sections together, after which the books travel down a long belt to disappear into a smasher (which reduces each to a uniform bulk, that it may fit its cover), and out of the smasher on another belt into a wicked looking guillotine-type three-knife machine which neatly trims off the three edges and the books really begin to look like books. The trimmings are drawn by air, baled and returned to the paper mill.



Then comes a gluing-off of the book backs, the coloring or gilding (with 23 carat gold in leaves) of the edges, after which one encounters another huge caterpillar-type machine which rounds and shapes the book, adds the gluing, crash and paper reinforcements, the neat upper pieces at head and tail called headbands, and prepares it for its cover. We hurry along and see rolls of bookcloth and piles of pulp-board being cut to cover sizes; then being automatically fed into machines which make the cover complete ready for embellishment. A few steps farther and other batteries of machines are either inking, gold stamping or embossing designs and letterings on these same covers. Finally, we encounter still another group of interesting machines in which the book and cover are combined, after which the books are built into presses between metal-edged wooden boards to dry and each press load is given a squeeze in a curious air-powered press.

Final examination, encasing in the attractive colored jackets, or cellophane (more probably Eastman Kodapak) wrappings; perhaps school books in packages, and finally packing in bulk in fibre-containers or wood cases for shipment, complete the processing.

The walk through the storage and shipping rooms —books, books, everywhere, loose, in packages, in cartons and in cases; all neatly piled, in bins, on skids, or in cases tiered eight-high to the girders—nearly five million books at all times awaiting the word to start out on their trip to some point in the world. Railroad cars, motor trucks, mail bags, express trucks—all waiting for their loads.

Book-making processes: (1) *unprinted paper seasoning,* (2) *batteries of printing presses,* (3) *making-ready a press,* (4) *folding printed sheets,* (5) *gathering sections into books,* (6) *millions of books in storage,* (7) *the final touch*

With a maximum average capacity of two million books a month, this plant has averaged for the past three years over one and one-half million hard bound books per month, with the production in some months pushing the two million limit. This production excludes all pamphlets, plastic-ring bindings, KINGSKRAFT covers, etc. Over 50 tons of paper are printed daily. One month's output of books alone, if laid in a continuous row as in a book shelf, would measure some 36 miles; the thread consumed annually exceeds 60,000 miles, while the glue and other adhesives used in the various processes during a year would weigh, in liquid form, over 300 tons.

Here are many familiar titles and sets; Bibles, Testaments, fiction volumes, encyclopedias, reference sets and books, school and college textbooks in great variety, catalogs, in fact, a great miscellany of books and still more books. A trade-marked type of air-brushed and embossed covers, known nationally as "KINGSKRAFT" are also to be observed in the making, while the making of real leather and artificial leather covers, including the familiar divinity-circuit type of Bible cover causes one to pause in astonishment. Thumb-cutting of indices for dictionaries and the like, as well as flat side-cut indices for bridge guides and commercial catalogs present intricate operations in machine and hand work.

Everywhere is ordered activity, absolute cleanliness and apparent pride of craftsmanship. Club rooms, recreation spaces, a cafeteria, even a credit union and a plant monthly magazine contribute to the comfort

and enjoyment of over 1,100 persons employed.

A branch of the local Post Office, in itself nearly as large as the working space in the main Post Office and manned by Government workers, sorts, sacks and supervises the loading of several cars a day of individual book packages for delivery all over the United States; this mail is loaded at the plant without going to the local Post Office, the annual postage bill being in excess of $300,000.

As might be expected, the facilities of this book manufacturing plant were much in demand during the years 1941–1945 for the production of many training manuals, hymnals, Bibles, Testaments, and other publications for our armed services and the government. While ineligible for any official Army-Navy "E" Award, it was certified as one of the limited number of commercial book producers authorized to manufacture war-time publications of a highly restricted nature. Its staff also collaborated with the U. S. Ordnance Department in equipping and training the workers in a reproduction unit at Oak Ridge, Tennessee, for the production of "top-secret" documents having to do with the development of the (now known) atomic bomb.

Over 300 employees of this establishment went into the armed services of the nation during the war period. Many of these, both men and women, filled positions of high responsibility and received commendation for their services. This plant was one of the first in Tennessee to apply for and institute approved "on-the-job-training" for its returning war veterans.



GENERAL SHALE PRODUCTS CORPORATION

In driving around Kingsport the visitor is immediately impressed with the number of buildings constructed of brick. An industrial writer recently referred to Kingsport as "a veritable city of brick." Practically all of the business houses, the plant buildings and a very generous proportion of the private residences are constructed of this serviceable and economic material. Brick from the local plant of the General Shale Products Corporation, operated for many years as the Kingsport Brick Corporation, has been used exclusively in this construction.

Yet only a very small part of the brick manufactured in Kingsport has been used locally. From Kingsport has gone brick, in tremendous quantities, into at least five nearby states and all along the Atlantic seaboard. The daily output of this large plant exceeds one hundred thirty-five thousand bricks, while an average of nearly four thousand cars of the finished product move out of Kingsport annually.

This brick plant is Kingsport's second oldest manufacturing industry. The original plant was begun in July, 1910, and production began in November of that year, seven years before the city was incorporated. In 1927 the entire plant was virtually rebuilt, at which time the latest in brick making machinery was installed

The local plant is one of six plants operated by the General Shale Products Corporation.

At this plant are produced common brick, facing brick and all sizes of hollow building tile. Facing brick

General Shale Products Corporation plant, kilns

include rugs, regular texture, velvetone, sand face, old hickories, selects, wire cuts and colonials. The only raw material needed is shale which is available in a practically inexhaustible supply from the hills a few hundred yards directly behind the plant. This shale is of an exceptionally fine quality, which in itself contributes to the high grade of the Kingsport product. About four hundred cubic yards of this shale is used daily.

Lifted from the hills by steam shovels, this shale goes by dump-cars over a "dinkey" railroad to the plant, where it is first ground, then mixed with water to form the brick clay, after which it passes to the brick machines in which the clay is molded and then cut into the shape and size of brick desired. Baking and drying completes the process—but the baking and drying is the longest and most particular process in the manufacture of brick. After cutting, the brick is placed on steel dryer cars and those cars conveyed by electricity into tunnels with radiated heat. After drying for forty hours the raw brick goes into the kilns, 75,000 to the kiln, carefully built in by hand to provide for proper heat circulation, and burned for an average of one hundred and forty hours, starting with a moderate temperature and increasing the heat as the brick hardens, until a maximum temperature of 1,800 degrees Fahrenheit is reached during the final hours. After burning, the brick goes through a five day cooling process, after which it is graded and made ready for shipment.

The forty-two drying tunnels and thirty-one beehive, down-draft kilns consume over six hundred cars of coal, used for heating, each year.

Added in 1946, this plant now operates a complete cinder block production unit. Employing cinders from the Tennessee Eastman Corporation and cement from the Penn.-Dixie Corporation, these blocks are processed in latest type Besser-Vibrapac machines (each with a capacity of 6,000 blocks 8 x 8 x 16″ in nine hours), dried in steam curing rooms under high pressure heat and air-cured for seven full days before shipment.

SOUTHERN OXYGEN COMPANY, INC.

The Southern Oxygen Company, Inc., provides manufacturers with a group of products in the field of chemistry somewhat different from those furnished by other Kingsport industrial plants. It manufactures oxygen, acetylene, carbon dioxide, and a group of medical gases generally used by hospitals and physicians.

Its Kingsport plant has a capacity of approximately 160–220 cubic feet commercial gas cylinders per day, 30,000 cubic feet of acetylene, and 10,000 pounds of carbon dioxide gas.

These products are distributed through branches located in North Carolina, South Carolina, Virginia, West Virginia, Kentucky and Tennessee.

This company also distributes a complete line of gas and electric welding equipment and supplies including rods, fluxes, goggles, safety and medical equipment.

Most of the oxygen and acetylene gases are used in the welding and cutting of metals, although an increasing quantity of oxygen is used for medical purposes and oxygen therapy. Carbon dioxide is used for some



medical purposes but largely for carbonated beverages, fire extinguishers and similar needs. The main office and plant of this company is located at Bladensburg, Maryland. An average of forty people are continuously employed at the Kingsport plant.

This company began the production of oxygen and hydrogen gases in 1916. About 1920 it adopted the liquefaction oxygen process and began the production of acetylene gas in cylinders. In 1931 it entered the carbon dioxide field and shortly thereafter, the nitrogen gas field. In 1939 it began the production of liquid fuel gas for domestic use.

SMOKY MOUNTAINS HOSIERY MILLS

This company commenced operation in October, 1936, in the premises formerly occupied by a broad silk mill. Extensive improvements and facilities have been added and production is exclusively confined to ladies' fine gauge, full fashioned hosiery.

Originally producing a line of quality pure silk hosiery, this plant has been converted to the employment of nylon and other new fibers and, with such materials again available, is admirably equipped with modern machinery to continue the production of ladies' quality hosiery. Plans for extensive expansion in volume capacity, with the introduction of latest type equipment, are already formulated.

All production of this plant is marketed under the brand-name of "Quaker," in conjunction with the line of "Quaker" curtains and dinner cloths produced by the Quaker Lace Company of Philadelphia, Pa.



HOLSTON ORDNANCE WORKS

The story of the Holston Ordnance Works, lusty scion of the Army Ordnance Department, is a dramatic one—a race of scientists and workers against time. It has been known for years that a product which is known as RDX produces an explosive many times as destructive as TNT, and until the atomic bomb arrived the most powerful and effective war weapon known to man. But it did not become feasible, practicable, usable in war until Kingsport's Tennessee Eastman Corporation, by arrangement with the authorities of the Federal Government, made it so. And the story of the race against time makes as romantic and startling a tale as any author could invent for a book.

The history of the development of this superexplosive embraces six brief chapters in the narration.

Chapter One records the beginning when, on November 4, 1941, the Office of the Chief of Ordnance in Washington contacted officials of the Tennessee Eastman Corporation in Kingsport seeking assistance in developing a process for the recovery of acetic acid of a special type. This ended on January 21, 1942, a brief seventy-nine days later, when the Eastman Corporation had completed the task and accepted a further assignment from the National Defense Research Committee to undertake experimental work in the manufacture of RDX.

The second chapter deals with the starting of a pilot plant near the Eastman Corporation's plant in Kingsport, which in the incredibly short span of one hundred

Holston Ordnance Works, aerial view of Area "B"



and thirty-six days worked out the process by which RDX could be turned out on a mass production basis. Within that period of 136 days seventeen buildings were constructed and first quantity shipments of this new explosive began.

Chapter Three extends over a period of eleven months, from June 6, 1942, to May 8, 1943. During that time the U. S. Ordnance Department authorized the Eastman Corporation to design equipment and a complete plant for the production of RDX on a huge scale. In that period of time the gigantic Holston Ordnance Works was designed, built, equipped, and mass production was begun. Close on the heels of starting production came orders in July and August, 1943, to increase the capacity of the plant by one hundred percent and when, on February 1, 1944, this mission was accomplished, the fourth chapter ended. This stupendous job was achieved on a tract of land covering more than 6,000 acres between the Knoxville Highway and the Holston River and the mountains, just west of the confluence of the two forks of the Holston near historic Rotherwood, a few miles beyond Kingsport's city limits, called "Area B."

Then came the fifth chapter, that period between February 1, 1944 and August 7, 1945. In this span of a year and a half Holston Ordnance Works became the largest high explosive production plant on earth. It turned out approximately 1,500,000 pounds a day, the total output in the period of operation being 434,000 tons, and employed upward of 5,000 persons.

Chapter Six, for the present the final chapter, began

Holston Ordnance Works, general view of Area "A"



on August 7, 1945 when the commanding officer of the huge enterprise, Lt. Colonel John W. Quillian, announced a substantial curtailment of operations. Within a week production had been discontinued, the task of removing "hazards" and putting the enormous production unit on a "stand-by" begun. The remainder of this chapter in the history of a great war-time project cannot yet be written—the disposition of this explosive-making unit of the United States Government rests with Congress.

This whole enterprise, from chapter one through six, is a vivid and challenging example of what can be accomplished on an accelerated tempo when men from all walks of life, inspired by a great national emergency, work together for a common purpose—an example of what the true "spirit of the corps" means to Americans. A mere handful of expert scientists and chemists tackling a basic problem and solving it in record time; a larger group, supplemented by engineers and construction workers, electricians and machinists, and just ordinary workmen building buildings and pilot equipment to determine the possibility of manufacturing deadly explosive on a mass production basis; eighteen thousand men converging on the little city of Kingsport and erecting and equipping a new colossus of war with unbelievable speed and ingenuity; finally, thousands of men and women calmly but with lightning speed producing high explosive on a basis never before dreamed of—the accomplishment of a job of superhuman dimensions, working against time in an effort to defeat the nation's enemies.

Holston Ordnance Works, night view of Area "A"





Tackling a new problem, an extremely hazardous one, in a totally unknown field—and solving it. Producing the material that enabled our fightingmen to curb the disastrous German U-boat campaign which was destroying ship tonnage faster than it could be replaced, and the Jap undersea warfare; upsetting the transportation facilities of a continent but saving thousands of lives of American soldiers and sailors by producing the explosive that gave our arms superiority over the enemy—and delivering it in time!

The people of Kingsport, notwithstanding the problems and inconveniences thrust upon them by the advent of the Holston Ordnance Works in their midst, have a distinct sense of pride in having had a hand in a great achievement, accomplished by one of its own great industries.

Except for the men and women who had a personal part in "licking" the problem, no one will ever know the mistakes and the successes, the brains, the brawn, and the energy, the discouragements and the joys that made up success in, as a military man would put it, "mission accomplished."

(The foregoing abstract was compiled by permission from the series of articles published by the Kingsport *Times-News*.)

* * * * *

Due to a background of experience and technical knowledge acquired through the years in the manufacture of acetic acid and related chemicals, the United States Government requested the Tennessee Eastman Corporation in November 1941, to undertake certain

Holston Ordnance Works, views in Area "B"



experimental work having to do with a new and secret explosive. Working day and night, the employees of Tennessee Eastman engaged in this project developed new methods of manufacture and more efficient processes for the production of the explosive and its raw materials. Their success led to a contract on June 6, 1942, with the U. S. Army Ordnance Department, under which Tennessee Eastman was charged with the responsibility of designing the production equipment and operating the Holston Ordnance Works.

In the words of Major General Charles T. Harris, Jr., who presented the first "E" Award in behalf of the Army and Navy at joint ceremonies on December 6, 1943, to the Tennessee Eastman Corporation and Holston Ordnance Works: ". . . the men and women of Holston Ordnance Works are daily producing tons of explosive which is making Hitler and Hirohito regret the day they began this war. There is little question but that this plant is making one of the major contributions toward the winning of this war for our country."

Two supplemental "E" awards have been made in recognition of the successful operation of this Government-owned plant which has continued, at capacity, until the war's end.

Many millions of pounds of "Composition B" explosive were manufactured. This super explosive was used most effectively by both the Army and the Navy from the air, on the ground, on the sea and under the sea. Production ceased on the night of 14 August 1945 after President Truman had announced the unconditional surrender of Japan.

(From a statement jointly prepared by Tennessee Eastman Corporation and Holston Ordnance Works 29 August 1945).

Holston Ordnance Works, views in Area "B"



PART THREE

BANKING
POWER
TRANSPORTATION
COMMUNICATIONS
HOTELS
REAL ESTATE

Rugged scenery along the Clinchfield Route below Kingsport


NO U
TURN

THE FIRST NATIONAL BANK

The First National Bank of Kingsport is the only national bank in the city and is also the city's oldest banking institution. In the early days of Kingsport's adolescence as an industrial community, on April 28, 1916 to be exact, this bank received its charter signed by John Skelton Williams, then Comptroller of the Currency. This appears significant in view of the fact that the City was not incorporated until March 2, 1917.

In keeping with its modest beginning, it occupied rented quarters on the corner of Main and Commerce Streets in what is now the City Bus Terminal until 1927 when it built and occupied the present edifice on the corner of Board and Center Streets, in the direct heart of the business district. The bank's home is, by far, Kingsport's most impressive office building, excepting only the privately owned and occupied Utilities structure. Upper floors in the bank building are occupied by professional men and business firms.

Starting in 1916 with an original capital of but $25,000, the size, stability, and service to the community of this financial institution has steadily and progressively increased. In 1932 it absorbed the Bank of Kingsport, strengthening its own financial stability and providing an augmented banking service to the growing needs of a rapidly expanding industrial area. In 1935 membership was taken in the Federal Deposit Insurance Corporation, thereby effecting insurance on the funds of each depositor to the extent of $5,000. All departments and facilities of a modern bank, including

First National Bank Building, Broad and Center Streets



a trust department and only excluding a foreign department, offer every banking service to individuals and business establishments of the city and surrounding trade area. As of December 31, 1945, the bank's published statement showed deposits of over 21 millions of dollars, capital of $247,000, and surplus and undivided profits and reserves of $496,460.

Since its organization the bank has had three Presidents; the first was William Roller, farmer and realty operator, who died in the late 1920's; the second was J. Fred Johnson, President of the Kingsport Improvement Corporation until his death in 1944, who assumed the office in 1926; the third and present President is A. D. Brockman, who has been associated with the bank since it started in 1916, and was elected chief executive following the death of Mr. Johnson.

The Board of Directors of the bank is composed of representative industrial leaders, business and professional men and bankers, all allied with the future development of Kingsport. J. C. Stone, Vice President of the Tennessee Eastman Corporation, is Chairman of the board.

For more than a decade until 1945 The First National was the only commercial bank in the city. During that particular period, including both the depression era of the 30's and the war years of 1941 through 1945, this bank demonstrated its ability to keep pace with the constantly changing demands for an ever increasing volume of banking service in a community that has never ceased growing as an important national industrial center.

Interior of First National Bank, Kingsport


SULLIVAN COUNTY BANK

THE SULLIVAN COUNTY BANK

Visitors to Kingsport during the past decade have frequently commented on the fact that the community had only one commercial banking institution.

It was almost a certainty that ultimately some bank or group of individuals, endowed with vision and business acumen, would visualize the opportunity and establish a new commercial banking house in Kingsport, the thriving industrial center of East Tennessee.

Organized March 30, 1945, under the banking laws of the State of Tennessee, the Sullivan County Bank opened its doors for the conduct of a general commercial banking business, September 4, 1945. It began business with an authorised capital of $100,000 and a surplus of $25,000, and is a member of the Federal Deposit Insurance Corporation, thus providing insurance to the extent of $5,000 on the account of each depositor.

Taking over a suitable edifice on Broad Street near Market Street, the new institution did a most complete and commendable job of renovation and alteration. The entire interior of the building was removed and banking offices "in the modern manner" completely installed. In addition to the main commodious rotunda, there is an ultra modern and burglar-proof all-steel vault with a generous equipment of personal safe deposit boxes, a records vault, a consultation room for clients, general office space and a spacious Directors' Room on a mezzanine floor. The entire building has been air-conditioned for the comfort of staff and clientele.

The Sullivan County Bank Building, Broad Street, near Market Street



"Keyed to Leadership and Dedicated to Service" this bank, Kingsport's second commercial banking institu tion, is directed by a recognized and astute directorate. Its first Chairman of the Board of Directors is J. L. Latimer, Jr., outstanding Kingsport motor car distributor; its first President none other than Hon. B. Carroll Reece of Johnson City, Member of Congress from this Congressional District for nearly three decades; Earl M. Reasor, Executive Vice President, well known banker from Elizabethton; J. M. Pickens, Vice President, of Louisville, Ky.; W. B. Holbach, Cashier, of Nashville and Willard York, Assistant Cashier, from Louisville, all experienced bank administrators. The Directors include, in addition to Messrs. Latimer, Reece and Reasor, Hon. Thad A. Cox of Johnson City, formerly a Justice of the Tennessee Supreme Court; Dr. Fred A. Duckwall, Surgeon, Charles T. Herndon, Jr., Attorney, James S. Beasley, Manager Sterchi Brothers, all of whom are from Kingsport; James Hoffman from Hawkins County and large farm operator; Carl Young from Johnson City and a wholesale grocer, owner of The Little Stores.

On June 30, 1946, in a published statement, the Sullivan County Bank showed deposits of $2,142,095.24 and surplus and undivided profits of $24,697.95, after but ten months operations, indicative of sound and steady growth. President Reece in his opening announcement stated that the bank "will constantly strive to give service to the many rather than the few and to cooperate in every proper way in the advancement of the city and its people."

Interior of Sullivan County Bank, Kingsport

KINGSPORT INDUSTRIAL FINANCE CORPORATION

The rapid growth of Kingsport as an industrial community brought many new business opportunities. In 1931, a group of far-sighted business and professional men envisioned the opportunity for establishing a banking service outside the usual scope of the commercial, and especially the larger, banking institutions.

The Kingsport Industrial Finance Corporation deals principally in small loans of the endorsed paper variety, in amounts from twenty-five to one thousand dollars. Some collateral loans are made but the majority of accounts handled are those of wage earners needing temporary loans of small denominations.

The increase in the number of employed persons in Kingsport, with the resulting expansion of payrolls, gave impetus to the sale of automobiles and electrical equipment, particularly electrical refrigeration equipment, and provided another field for a bank familiar with the industrial field borrowers. Automobile and household electrical equipment installment accounts for local distributors have become an interesting volume of financing in this industrial banking institution.

The same officers have served continuously since organization and the Bank has enjoyed a satisfactory increase in its business from year to year.

A wide field exists for such an enterprise in a community where some people occasionally require moderate financial accommodation, strictly legitimate in nature, but not attractive to deposit banking institutions.

KINGSPORT UTILITIES, INCORPORATED

Kingsport Utilities, Incorporated, our electric service company, had its inception in what might be termed a "Community Electric Company," for the then existing industrial plants contributed to the installation and construction of its original power plant. This original plant even yet operates as a standby plant. The far-seeing plan upon which Kingsport was built recognized the fact that an ample source of power was a necessity if progress in industry and perfection in home life were to be attained. Therefore in 1917, the year the city was incorporated, Kingsport Utilities, Incorporated, was formed.

The many advantages of Kingsport soon attracted new industries to such an extent that the original electric plant was found to be inadequate. It was evident that it would be necessary either to make arrangements for plant extension—and a series of such extensions as the years went by and electric requirements increased—or to secure the service from a reliable and satisfactory existing public utility.

Accordingly, the owners who were interested in the industrial development of the city made a survey of Electric Service Companies, in search of an outstanding electric system with a dependable and adequate supply of power under the finest type of far-sighted management. The American Gas and Electric Company was selected, and in 1925, Kingsport Utilities, Incorporated, was purchased and became a subsidiary of the Appalachian Electric Power Company.


KINGSPORT
UTILITIES

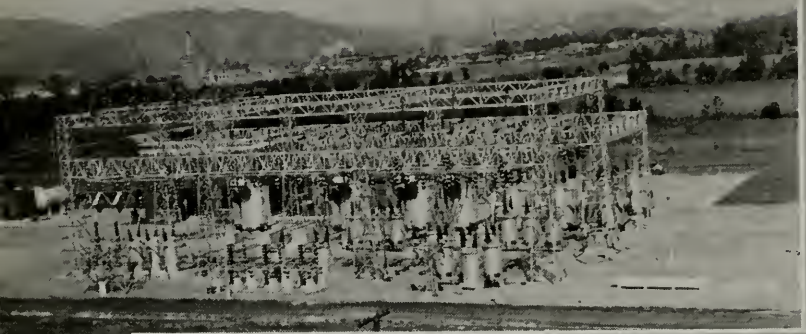
Automatically and at once, the City of Kingsport ceased to be served only by an isolated power plant, subject to the pranks of weather and the ravages of disaster which so often cripple a single power plant. Instead, Kingsport is served by high tension lines connected with the 132,000 volt transmission line of the Appalachian Electric Power Company on the north and with the Tennessee Public Service Company's 110,000 volt line on the south. This pool of power, exceeding a million horse-power in capacity, is a source of supply that not only provides ample power capacity for the needs of industry in Kingsport at the present time, but also anticipates all possible future demands and growth.

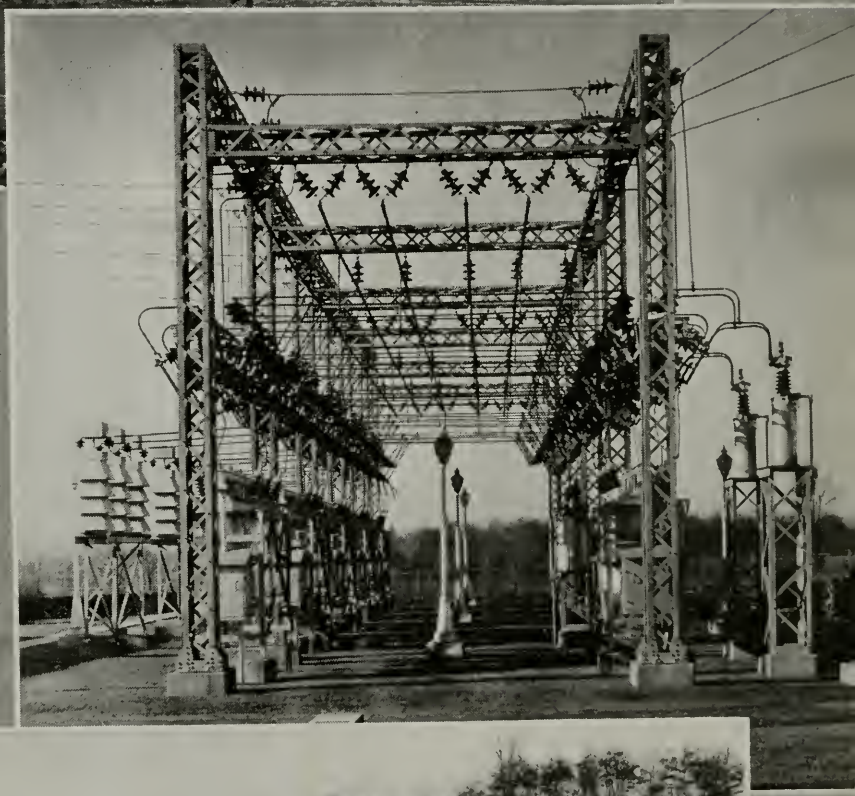
The present Vice President of Kingsport Utilities, Incorporated, erected the first poles for the original Company and he threw the switch that turned on Kingsport's first electric lights. It has been both his policy and his nature to continue the simple friendliness of those early days when the Company was a community affair. His companionable personality has done much to continue the early feeling that the Electric Company is, in reality, a community enterprise, though necessary expansion has made it a part of a huge system.

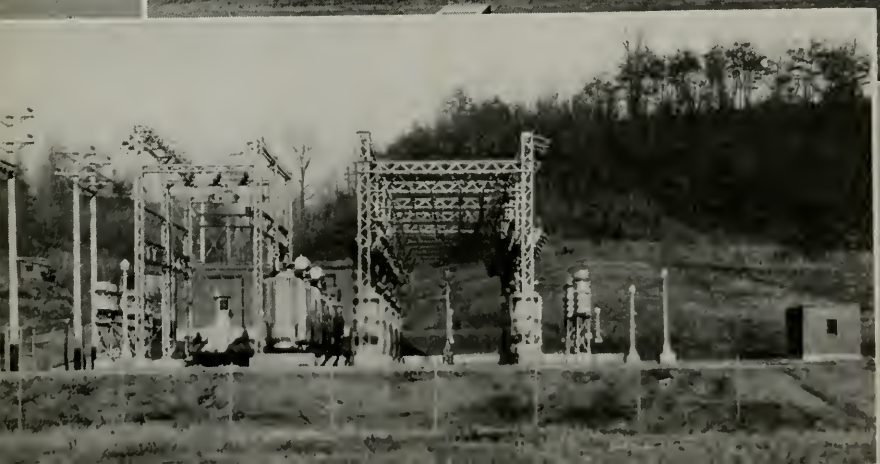
In line with the management's policy of making the Company's office building a center of civic activities, the beautiful colonial building of the Kingsport Utilities has in it the only large assembly hall in the city which is fully equipped and is given over for the free use of the ladies. It is booked weeks ahead by com-

Kingsport Utilities, Inc., building in Civic Center: (1) Main entrance on the Circle, (2) Community Hall, (3) display lobby on general office floor

KINGSPORT UTILITIES







munity organizations. Its use is not permitted for purely social functions, but such groups as the Parent-Teachers' Association, Garden Clubs, Church Organizations, Farm and Civic Associations, are constantly employing it. At the beginning of World War II it was turned over to the local chapter of the American Red Cross as a workroom for the making of bandages, of which more than one million were made. This is but another link in the splendid relations existing between the Company and the people of Kingsport.

Kingsport Utilities, Incorporated, has made a number of reductions in rates to residential customers, having decreased them 70 percent since 1927. The present rates are: first 50 kilowatt hours at 3.9 cents; next 50 kilowatt hours at 3.0 cents; next 200 kilowatt hours at 2.5 cents; all over 300 kilowatt hours at 1.5 cents. Domestic water heating rate 1.0 cents per kilowatt hour. Corresponding reductions have been made in rates for commercial service. The rates for industry have met consistently competitive conditions, so as to successfully attract new industries.

Kingsport has become one of the outstanding industrial communities of eastern Tennessee. It is *the* industrial town of the Clinchfield Railroad on whose main line it is situated. Leading industries have been attracted to Kingsport not only by the cheap and dependable electric power but also because of planned, coordinated selection of industries.

Since December, 1925, Kingsport Utilities, Incorporated, has invested well over $1,500,000 in lines and substations. Available power has been increased so

Kingsport Utilities, Inc., sub-stations: (1) Holston sub-station, (2) 22,000 volt structure Holston sub-station, (3) Cherokee sub-station


KINGSPORT UTILITIES INC

that there is an unlimited amount when and if required. Energy from the parent company's system is brought in at Holston Substation, which is some distance from the corporate limits of the city and steps down to 22 KV at which voltage it is transmitted to Cherokee and Highland Substations, which are within the city and nearer the centers of distribution. The various industries are supplied with energy at 22,000 volts and 6,600 volts, while the distributing system is 4,000 volt, 4-wire construction.

In conformity with the company's policy to not only keep abreast but ahead of the requirements of its customers, the company is now preparing to construct a distribution substation in the northern section of the city to serve this urban section and the rural area outside this part of the city. This substation will have an initial capacity of 5,500 Kva and will be connected with two other distribution substations by a 22 Kv loop from Holston Substation, which serves Kingsport and which steps the transmission voltage of 132 Kv to 22 Kv, thus improving service and largely eliminating the possibility of interruptions, as any section of this loop may be taken out of service without affecting service to other substations. The sections between the substations are relayed and will automatically be taken out of service should a fault develop, without interfering with service to customers served by any of the substations. All of the substations served by the 22 Kv loop are automatic and have no attendants. The secondary voltage of this substation will be 4 Kv for the urban area and the rural area will be served at 12 Kv. The rural area at present

Kingsport Utilities, Inc., Highland Substation

is being served at 4 Kv and 6.9 Kv, all of which will be replaced with lines at 12 Kv, which will render superior service to rural customers. As this substation is in a residential area the transformers will be enclosed within brick walls which will conform in architecture to the residential area surrounding it.

The company has now under construction, in the southern section of the city, a standard substation with an initial capacity of 1,000 Kva for serving the rural area, adjoining this section of the city at 12 Kv, in order to adequately serve these rural customers.

Its rates to rural customers are very attractive and every effort is made to assist in building up rural communities by extending lines and aiding in procuring proper and adequate equipment for farm customers.

From Holston Substation in Kingsport, a 110,000 volt, steel tower line extends to Waterville, North Carolina, connecting with the lines of the Carolina Power and Light Company and the South, through Knoxville, and into Alabama. This allows an interchange of energy between various companies from which great benefit has been derived by the public, as it has resulted in vast improvement of the service to the communities served, as a whole, and has increased economies and furnished an unlimited supply of power wherever needed.

Its beginning as a Community Electric Company was prophetic. Today, under able management whose vision has assured low cost, dependable, and adequate electricity for all future needs, Kingsport Utilities is above all proud of its friendly relations with fellow

townspeople. While no effort has been spared in rendering the very best possible service, one of its satisfactions is knowing that this service is appreciated, as exemplified by the friendly spirit existing between the company and customers.

Kingsport, as a community, is proud and appreciative of the fine cooperative spirit which has actuated this public service organization. No more striking example of the exemplification of the modern slogan "the public be pleased" may be found anywhere.

TENNESSEE RULANE COMPANY

Kingsport is not served by either artificial or natural (piped through mains) gas for lighting, heating, cooking or refrigeration. Liquefied gas, either in the form of "bottled gas" (gas delivered in returnable cylinders) or "tank gas" (gas delivered in liquefied form in tank trucks and deposited in underground tanks on the premises), is now used extensively in the community.

RULANE (liquefied) GAS was first introduced in Kingsport in 1933 and supplied to users in the city for a short time. From 1933 to 1939 this same gas was supplied to Kingsport users by a local merchant. In 1939, the Kingsport Gas and Electric Company, the name being changed to Blue Flame Gas Company in 1942, was organized and direct service to consumers was resumed.

Successful accomplishment in establishing Blue Flame Gas service in Kingsport parallels the experiences of many another industry now solidly established


GAS CO

in the city. It began in a modest way, first with but one 1,000 gallon capacity truck, and the filling of cylinders and underground tanks; in 1942, a second truck of 1,400 gallon capacity was added; in 1943, a third unit was added to the fleet, this time a 3,500 gallon transport truck. In May, 1944, the Rulane Gas Company purchased the Blue Flame Gas Company, and the Tennessee Rulane Company was incorporated. Following the acquisition of the local facilities by Rulane a bulk plant was installed on the property of the Blue Ridge Glass Corporation, and at present a storage capacity of 57,000 gallons is maintained in Kingsport, together with a modern gas bottling plant for the filling of cylinders. There are approximately five hundred domestic and industrial users of Rulane gas in the Kingsport community.

The Rulane Gas Company was organized in 1931 by W. S. Lander and Gilder Horne, President and Vice President, respectively, of the present organization; the original Rulane plant was erected at Cherryville, North Carolina. In 1939 the main plant and general offices of the company were moved to new and modern quarters at Charlotte, North Carolina, now the home office. The Tennessee Rulane Company is an affiliate of the parent company located at Charlotte, North Carolina. Other Rulane plants are located in Winston-Salem, North Carolina; Norfolk and Newport News, Virginia.

Tennessee Rulane Company currently operates in Kingsport, Bristol, Johnson City, Greeneville, Rogersville, Morristown, Erwin and Oak Ridge, Tennessee; and Gate City, Big Stone Gap, Appalachia, Norton,

Tennessee Rulane's Kingsport Tank Gas storage and truck handling equipment

Abingdon, Marion and Saltville, Virginia. A complete engineering service is maintained for service to customers.

Both Blue Flame and Rulane Gas had an important part in the war effort; they were used extensively for war housing and for various war industries, one of which was the atomic bomb plant at Oak Ridge, Tennessee.

Rulane Gas has a record of over fifteen years' demonstrated service in furnishing gas for cooking, heating and refrigeration. It has developed and supplies equipment in the form of cooking ranges, water heaters, fireplace and cabinet home heaters, clothes dryers, and gas flame refrigeration, as well as many forms of industrial heating, drying and refrigerating apparatus.

THE CAROLINA, CLINCHFIELD & OHIO RAILROAD

A Romance in Railroad Construction

The building of a railroad from the seacoast across the Blue Ridge Mountains seems to have been the dream of statesmen of affairs from the beginning of railroad construction in the United States. John C. Calhoun, in 1832, advocated the building of a road from Charleston, S. C. to Cincinnati. In 1836 a company was formed for this purpose. Robert Y. Hayne, the great South Carolina Senator, famous because of his debate with Webster, was made president of the road. Surveys were made and construction was begun, though only eighteen miles of the line was completed, that portion being in South Carolina. It is stated that John C. Fremont, later to become a candidate for the Presidency, was employed on the road as a surveyor.

Various projects for building a railroad on a direct route from Charleston to Cincinnati were conceived but were never carried into execution on account of the almost impassable mountain barriers. The plan lay dormant until about 1887. General John T. Wilder, who had been a gallant soldier in the Union Army, interested capitalists in the construction of the road, and organized the Charleston, Cincinnati and Chicago Railway, known as the 3-C. The object of the road was to connect the rich coal fields of Southwest Virginia and Eastern Kentucky with the North and South by means of a road extending from Charleston to Cincinnati. This company made surveys through the entire route.



Two sections of the railroad were completed, one extending from Marion, North Carolina, to Kingsville, South Carolina (now owned by Southern Railway Company), and the other extending from Johnson City to Chestoa, a distance of twenty-five miles, now a part of the Clinchfield.

Associated with General Wilder were several English capitalists. They spent about seven million dollars, but were forced to suspend work in 1893 by the failure of the English bankers, Baring Brothers.

The road was sold under foreclosure proceedings, and was purchased by Charles E. Hellier on July 17th, 1893, who organized what was known as the Ohio River and Charleston Railway Company. About September 1st, 1899, that company extended the road from Chestoa, Tennessee, to five miles south of Huntdale, North Carolina, a distance of about twenty miles.

In 1902, George L. Carter and associates purchased the property of the Ohio River and Charleston Railway Company and organized the South and Western Railway Company, with the idea of developing the coal fields of Southwest Virginia and Eastern Kentucky. They acquired large tracts of coal lands in what has since become famous as the "Clinchfield Section." This company extended the line from Huntdale, North Carolina, to Spruce Pine, North Carolina. Further extension of the line was interrupted until the year 1905, when Mr. Carter interested the present owners, through Blair and Company of New York. John B. Dennis was the principal factor in the extension of "The Clinchfield Route," Mr. Dennis having done more for the in-

dustrial development of the section traversed by "The Clinchfield Route" than any other individual.

In that year extension of the road from Spruce Pine, south, and from Johnson City, north, was begun. While the general plan of the old 3-C road was followed so far as the country traversed was concerned, new surveys were made and easy curves and low grades were adopted.

In the year 1909, the road was completed from Dante, Virginia, to Spartanburg, South Carolina. Between the years 1912 and 1915 the line was extended north from Dante, Virginia, to Elkhorn City, Kentucky, a distance of about thirty-five miles.

The construction of the road marked a new era in railroad construction. Where other roads seeking low grades had gone around mountain barriers, the Clinchfield cut through them. Throughout almost its entire length it traversed a rugged mountain country, cutting through the intervening ridges with a high standard of construction and easy grades, which fit it for the carriage of an immense tonnage. A glance at a railroad map, shows that it is a bridge line between the Middle West and the Piedmont section of the Carolinas, through the Kentucky and Virginia coal fields.

The length of the present line is 277 miles, and in crossing four distinct water sheds makes use of 55 tunnels, the shortest of which is 179 feet, and the longest 7,854 feet long, the aggregate length being 3.5 per cent of the total mileage. Ample road clearance has been provided, the standard for tunnels being 18 feet wide by 22 feet high. The elevation above sea level is

795 feet at Elkhorn City, Kentucky, and 742 feet at Spartanburg, South Carolina, the highest point being at the crest of the Blue Ridge Mountains, 2,628 feet. Five states: Kentucky, Virginia, Tennessee, North and South Carolina are crossed in the 277 miles traversed. The construction of the road with low grades makes an ideal operation with Mallet and Mikado locomotives and heavy trains, the usual operation being trains of 80 to 100 cars of coal.

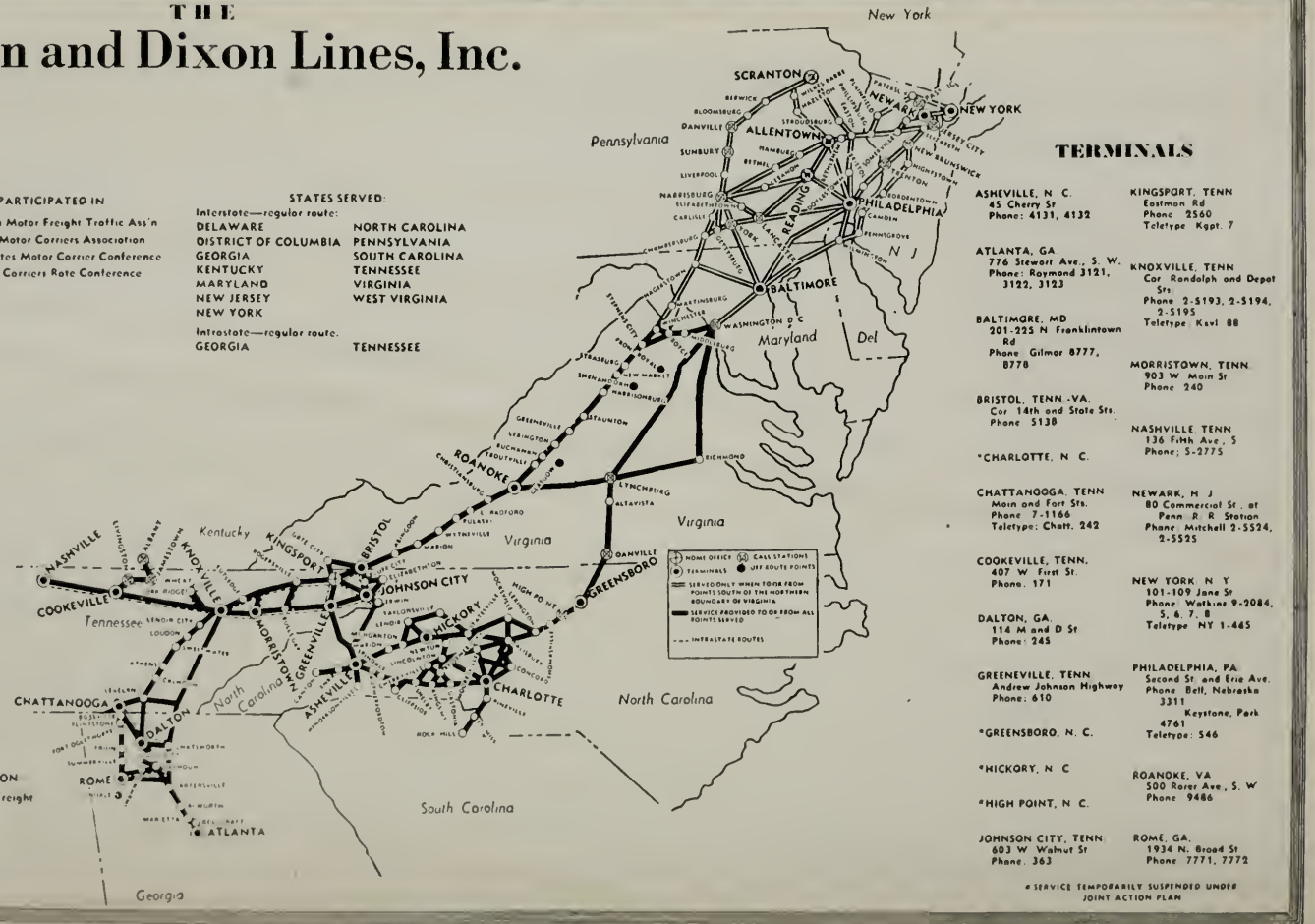
Kingsport is the railroad's best customer, giving it from 125 to 150 carloads of freight per day.

The Clinchfield recently acquired eight new modern locomotives which are successfully handling the heavy merchandise traffic at higher speeds, providing Kingsport second morning delivery of freight from Chicago and third morning delivery from Florida. Comparable improvement has also been accomplished in handling outbound shipments north and south. These modern steam locomotives haul over the Blue Ridge Mountains at 25 miles an hour the same tonnage that two of the older type engines formerly handled at 19 miles an hour. They also have a speed capacity of 90 miles per hour, although such a speed is impracticable and unsafe for mountain railroad operation. The Clinchfield has on order 350 new box cars, 20 covered hopper cars, 50 flat and 2,000 coal cars, for delivery beginning in 1946, costing approximately six million dollars.

The building of the Clinchfield has justified the dreams and expectations of these who finished the project in opening up a section of the country rich in natural resources.

THE

Mason and Dixon Lines, Inc.



TARIFFS PARTICIPATED IN

Central & Southern Motor Freight Traffic Ass'n
Eastern-Central Motor Carriers Association
Middle Atlantic States Motor Carrier Conference
Southern Motor Carriers Rate Conference

STATES SERVED:

Interstate—regular route:

DELAWARE	NORTH CAROLINA
DISTRICT OF COLUMBIA	PENNSYLVANIA
GEORGIA	SOUTH CAROLINA
KENTUCKY	TENNESSEE
MARYLAND	VIRGINIA
NEW JERSEY	WEST VIRGINIA
NEW YORK	

Intrastate—regular route:

GEORGIA	TENNESSEE

CLASSIFICATION

National Motor Freight

TERMINALS

ASHEVILLE, N. C.
45 Cherry St
Phone: 4131, 4132

ATLANTA, GA.
776 Stewart Ave., S. W.
Phone: Raymond 3121, 3122, 3123

BALTIMORE, MD.
201-225 N. Franklintown Rd.
Phone: Gilmor 8777, 8778

BRISTOL, TENN.-VA.
Cor. 14th and State Sts.
Phone: 5138

*CHARLOTTE, N. C.

CHATTANOOGA, TENN.
Main and Fort Sts.
Phone: 7-1166
Teletype: Chatt. 242

COOKEVILLE, TENN.
407 W. First St.
Phone: 171

DALTON, GA.
114 M and D St.
Phone: 245

GREENEVILLE, TENN.
Andrew Johnson Highway
Phone: 610

*GREENSBORO, N. C.

*HICKORY, N. C.

*HIGH POINT, N. C.

JOHNSON CITY, TENN.
603 W. Walnut St.
Phone: 363

KINGSPORT, TENN.
Eastman Rd.
Phone: 2560
Teletype: Kgpt. 7

KNOXVILLE, TENN.
Cor. Randolph and Depot Sts.
Phone: 2-5193, 2-5194, 2-5195
Teletype: Knvl 88

MORRISTOWN, TENN.
903 W. Main St.
Phone: 240

NASHVILLE, TENN.
136 Fifth Ave., S.
Phone: 5-2775

NEWARK, N. J.
80 Commercial St., at Penn. R. R. Station
Phone: Mitchell 2-5524, 2-5525

NEW YORK, N. Y.
101-109 Jane St.
Phone: Watkins 9-2084, 5, 6, 7, 8
Teletype: NY 1-445

PHILADELPHIA, PA.
Second St. and Erie Ave.
Phone: Bell, Nebraska 3311
Keystone, Park 4761
Teletype: S46

ROANOKE, VA.
500 Rorer Ave., S. W.
Phone: 9486

ROME, GA.
1934 N. Broad St.
Phone: 7771, 7772

* SERVICE TEMPORARILY SUSPENDED UNDER JOINT ACTION PLAN

THE MASON & DIXON LINES

Early in 1932 a group of far-seeing individuals, envisioning the future possibilities of motor freight transportation, made a rather complete survey of the eastern half of the United States to determine the best point from which to originate a new motor freight line. Kingsport was their selection for an operating center, largely by reason of its varied industries and its rapid and consistent development as an industrial city. Motor freight lines must depend upon a continuous movement of tonnage the year around to insure profits. Diversification among industries in an area makes for more steady shipping, both of finished products and of raw materials used in manufacture.

The Mason & Dixon Lines, Inc., began operating its first motor freight route out of Kingsport to New York City in August, 1932, establishing a 36 hour schedule. The flexibility of motor freight service, the advantages of the rapid schedule and the door-to-door delivery brought immediate response from the shippers in the form of increased demands for tonnage transportation and necessitated frequent additions to the first equipment put into service, which consisted of but three tractors with semi-trailers. Likewise, constant demands for an extension of the New York route to other points led this enterprising concern to institute service to Nashville and Chattanooga, Tennessee; Atlanta, Georgia; Greensboro, Charlotte and Asheville, North Carolina; and to formulate connecting line agreements with other established and responsible motor

Map of Mason & Dixon Lines' operations


MASON-DIXON
MASON-DIXON

freight lines to facilitate the moving of freight to all the principal cities east of the Mississippi River.

Incorporating in January, 1934, this company has expanded operations to meet the requirements of its shippers to the extent that it now operates over 500 pieces of equipment, employs over 800 persons on its trucks, in its offices and terminals, and operates in Kingsport a complete service division for maintaining its truck equipment in top operating condition at all times. To give the best possible routing, checking and tracing service to its shippers it maintains a complete system of teletype service between all its principal offices, which enables it to dispatch, trace and control shipments systematically and rapidly. All-steel equipment with van type bodies is operated on all routes with full insurance coverage of equipment and cargo.

The Mason & Dixon Lines now operates over 4,876 miles of certificated highway. Its vehicles travel approximately a million miles per month in serving this territory, transporting more than a million pounds of freight daily. Affiliations are established with state motor freight associations, the American Trucking Association and the National Safety Council.

Modern buildings to house the General Offices and Maintenance Department are now being erected at the site of the Kingsport Warehouse. This concentration of facilities and personnel is the completion of a program inaugurated before, but interrupted by the War. Occupation of the new quarters will materially increase the efficiency of the operation. The land on which it is located and the planning of the new construction

Mason & Dixon Lines, fleet of trucks; inset, typical equipment



insures ample room for future expansion. The planning of the new facilities was undertaken with full consideration for the safety and comfort of the personnel and maximum improvement in the efficiency of operation.

These new headquarters of the company now under construction are on an eleven acre plot situated on State Highway No. 81, about three hundred yards from the traffic circle from which diverge U. S. Highways 11W and 23 and State Highway No. 81. When completed there will be four major buildings; one will be a two-storied air-conditioned brick structure housing the administration offices; a second building will provide warehouse and terminal facilities wherein freight will be broken down, rearranged and reloaded, accommodating 24 trucks at a time at the docks along two sides; in this building will be domiciled the local Kingsport offices and a modern cafeteria; the third structure will provide offices for the dispatcher controls over incoming and outgoing trucks; and the fourth building, somewhat separated from the other three, will provide adequate space and facilities for a huge repair and rebuilding shop, most essential in an operation of this type and magnitude. When completed, the present administrative offices now located in a downtown bank building will be transferred and consolidated in the new headquarters buildings.

Extensive parking acreage has been provided in this new site for hundreds of trucks in motion, on storage, or undergoing repair. Expert counsel in planning assures the most modern and efficient in facilities and service.

Mason & Dixon Lines', General Offices, Maintenance Department, Warehouse, etc., at Kingsport


Muskegon
Pontiac
Madison
Milwaukee
Grand Rapids
Holland
Lansing
WISC.
Racine
MICH.
Detroit
Kalamazoo
Jackson
Rockford
Benton Harbor
PA.
Elgin
Chicago
Niles
East Chicago
South Bend
Elkhart
Toledo
Cleveland
Youngstown
Joliet
Hammond
Akron
Defiance
Coot
INDIANA
Ft. Wayne
Canton
Lake Village
Huntington
Mansfield
Kentland
Frankfort
Elwood
Marion
Alexandria
Dunkirk
Lima
Marion
Steubenville
Tipton
Portland
OHIO
Mt. Vernon
Bloomington
Lafayette
Columbus
Wheeling
Muncie
Zanesville
Danville
Anderson
Lebanon
Dayton
Decatur
Indianapolis
Shelbyville
Greensburg
Hamilton
Chillicothe
Parkersburg
Terre Haute
Franklin
Columbus
Cincinnati
Bloomington
ILLINOIS
Seymour
No. Vernon
Portsmouth
W.VA.
Bedford
Charlestown
Scottsburg
Ashland
Charleston
Olney
Vincennes
Sellersburg
Huntington
Centralia
New Albany
Jeffersonville
Frankfort
Louisville
Lexington
Evansville
K E N T U C K Y
Owensboro
Fort Knox
Bluefield
Barbourville
Pineville
Loyal
Harlan
Hazard
Cumberland
Lynch
Pound
Clintwood
Corbin
Coeburn
VA.
Norton
Paducah
Bowling Green
Glasgow
Bristol
Hopkinsville
Williamsburg
Middlesboro
Kingsport
Rockcastle
Jonesville
Holston
Clarksville
Old Hickory
La Follette
Johnson City
Nashville
Elza
Newport
Lenoir
Dyersburg
T E N N E S S E E
Knoxville
Alcoa
Ashville
N.CAR.
Jackson
Mc Minnville
Shelbyville
Tyner
Spartanburg
Lawrenceburg
Fayetteville
Chattanooga
Greenville
Florence
Sheffield
Athens
Huntsville
Dalton
Tuscumbia
Decatur
S.CAR.
N
1943
Rome
Athens
Gadsden
Atlanta
Anniston
Augusta
Columbus
Birmingham
GEORGIA
Tuscaloosa
Sylacauga
LaGrange
Macon
MISS.
ALABAMA
Lanett
Phenix City
Columbus
Montgomery
Meridian
THE SILVER FLEET MOTOR EXPRESS, INC., LOUISVILLE, KY.
LEGEND
THE SILVER FLEET TERMINAL OFFICES
THE SILVER FLEET DIRECT ROUTES
CONNECTING LINE POINTS

THE SILVER FLEET MOTOR EXPRESS, INC.

The Silver Fleet Motor Express, Inc., is an Indiana corporation with general offices in Louisville, Kentucky, and began motor transport service in 1930. Its Kingsport terminal was opened in 1935.

This motor carrier operates over seven states: Alabama, Tennessee, Virginia, Kentucky, Ohio, Indiana and into Illinois for a terminus at Chicago. Serving 518 communities directly, it maintains terminals in Illinois at Chicago; in Indiana at Anderson, Columbus, Elwood, Fort Wayne, Indianapolis, Lafayette, Marion, Muncie and Seymour; in Ohio at Cincinnati and Columbus; in Kentucky at Louisville and Middlesboro; in Tennessee at Chattanooga, Kingsport, Knoxville and Nashville; in Alabama at Birmingham.

As a gauge of the services rendered by Silver Fleet, in 1944 it transported 361,511,000 pounds of freight over 6,227,913 road miles, with a gross revenue of nearly two and one-quarter millions of dollars. It employs a total of 401 employees in its offices, terminals and on its trucks.

The map shown on page 238 gives a comprehensive idea of the territory covered over seven states. Operating as it does on a generally north-south routing, it ties in admirably at Chicago, Fort Wayne, Indianapolis, Columbus, Cincinnati, Louisville, Nashville, Birmingham, Chattanooga, Knoxville and Kingsport with connecting motor freight lines operating within areas adjacent and on an east-west routing. It is the main motor transport line north out of Kingsport.

Silver Fleet Motor Express, Inc., map of operations


2911
SILVER FLEET
THE
SILVER FLEET
SYSTEM
2911
THE
SILVE
516
THE
SILVER FLEET
SYSTEM

RUTHERFORD FREIGHT LINES, INC.

This motor freight carrier enjoys the distinction of having begun, in 1902, as an operator of horse-drawn vehicles. In 1916 it converted to motor trucks and has been identified with the motor transport industry ever since. It operates over the states of Tennessee, Virginia, West Virginia and North Carolina, South Carolina and Georgia, offering direct service to 188 communities.

In Kingsport it operates a terminal jointly with the Silver Fleet Motor Express and maintains other terminals in Virginia at Richmond, Lynchburg and Roanoke; in West Virginia at Bluefield; in Tennessee at Knoxville, Cleveland, Johnson City and Chattanooga; in North Carolina at Greensboro and High Point, making connections with other motor transport lines at these points.

This carrier operates 74 tractors, 102 trailers and 46 straight trucks, employing about 285 people in all activities, affording overnight service to destinations within 300 miles and second morning deliveries to all other points served.

Motor freight hauled in 1944 totalled 119,107 tons, over a road mileage of 3,678,764 miles.

The present owner and president of this line is Roy B. Moore, a Kingsport man and long identified with the motor freight industry. The general offices are located in Bristol, Virginia-Tennessee. It was the first motor freight line to undertake bulk haulage through Kingsport to New York City, employing connections at Richmond, Virginia, and making 72-hour deliveries.

Silver Fleet Motor Express, Inc., typical truck unit

RUTHERFORD FREIGHT LINES, Inc.



OFF ROUTE POINTS SERVED ON RICHMOND RUN:

Crewe
Blackstone
Petersburg
Hopewell

THE EAST TENNESSEE & WESTERN NORTH CAROLINA TRANSPORTATION COMPANY

This company is the successor to a corporation chartered about 1875. Although incorporated in the state of Delaware, its principal business activities are carried on in the states of Tennessee, North Carolina, South Carolina, Georgia and Virginia. Its principal business at present is that of motor freight transportation, in which it has engaged since 1926.

This company provides interstate and intrastate service through East Tennessee. This service covers routes from Chattanooga to Bristol via Knoxville and Kingsport. Among the principal Tennessee points served are Elizabethton, Erwin, Johnson City, Greeneville, Newport, Morristown, Oak Ridge, Loudon, Lenoir City, Athens and Cleveland. It operates service from Chattanooga to Cedartown, Georgia, serving Rome and other Georgia points direct. Also, this company has service from Kingsport to the major cities in North Carolina, including Raleigh, Durham, Greensboro, Winston-Salem, High Point, North Wilkesboro, Charlotte, Gastonia, Asheville and Hickory, and operates to Greenville and Spartanburg, South Carolina. Under ordinary circumstances, it offers first day delivery within the radius of 200 miles and second day delivery to points located within 400 miles. The main office of the company is at Johnson City and there is a terminal in Kingsport. The company operates about 200 trucks, tractors and trailers and employs about 300 people.

Rutherford Freight Lines, Inc., map of operations



Map Showing Regular Routes of ET&WNC TRANSPORTATION COMPANY

ASSOCIATED TRANSPORT, INC.

Another large motor transport operating through Kingsport is the Associated Transport, Inc., with terminals at Bristol, Virginia-Tennessee, and Knoxville, Tennessee, and headquarters in New York City.

This organization operates some 867 tractors, 1,541 trailers, 274 straight trucks and 186 pick-up trucks, through the states of: Tennessee, Georgia, Virginia, North and South Carolina, West Virginia, Ohio, District of Columbia, Maryland, Pennsylvania, Delaware, New Jersey, New York, Connecticut, Rhode Island and Massachusetts.

By reason of the size and scope of operations, this motor freight line, composed of many affiliated operations, claims considerable tonnage to and from Kingsport.

SUPER SERVICE MOTOR FREIGHT CO.

Still another motor freight line serving Kingsport shippers is the Super Service Motor Freight Co., with headquarters in Nashville, Tennessee. This company operates as an intrastate carrier in Tennessee and interstate north and east with eastern terminus in New York City, serving especially the tri-cities area. It operates 58 tractors, 70 trailers and 17 pick-up trucks. It follows the valley route to Washington, D. C., and Chambersburg, Pa., thence to Philadelphia, Pa., and on into New York City.

The East Tennessee & Western North Carolina Transportation Company, (1) map of operations, (2) truck unit



TRI-CITY AIRPORT

No modern city of any size, today, is complete in the service it affords citizenry and visitors alike without adequate air service to all parts of the nation.

Prior to 1937 Kingsport and the nearby cities of Bristol, Johnson City, Elizabethton, Erwin and Greeneville were without established air passenger and transport service. An emergency landing field had been maintained within the city limits of Kingsport for many years; Bristol and Johnson City had similar fields; the construction of an airport of ample area, with all the equipment to qualify as a first-class airport, was beyond the ability of either individual city to provide.

Early in 1935, consideration was given to the establishment of a joint airport on a site near Gray's Station, between Kingsport and Johnson City, just off the new highway joining the two cities; while this site then appeared as the best spot available for a standard airport, it left much to be desired for ultimate large scale development.

Later, at a conference between civic leaders from the tri-cities, it developed that a strong possibility existed for the cooperative construction of a fine, top-flight airport by the tri-cities governments, aided by county governments of Washington and Sullivan counties. A joint commission was appointed, representing all political sub-divisions and the counsel of air transport companies, the state aeronautical commission, officials of the War Department in Washington, and others.

The original commission included: E. W. Palmer, Chairman, J. Fred Johnson, A. D. Brockman and R. L.

Tri-City Airport, aerial view


tal Airline


APPALACHIAN
FLYING SERVICE
SALES · SERVICE
CHARTER

Peters of Kingsport; T. Floyd Dooley, J. W. Cummings, Allan Gump and Lawrence Nave of Johnson City; C. P. Daniel, J. K. Brown and John Gemmell of Bristol.

A special joint committee, including representatives of the three cities and two counties, was appointed by Chairman Palmer and this committee recommended the site on which Tri-City Airport was constructed. This site, located in nearly the geographical center between the tri-cities and embracing 323 acres, met with the approval of the counsel of air transport companies, the state aeronautical commission, the officials of the War Department and the Bureau of Air Commerce in Washington.

Financed by joint subscriptions from the three cities and Sullivan County sufficient to acquire the land, and grants by the Works Progress Administration of the Federal Government, work was begun on the site October 12, 1935, and officially opened for use by the American Airlines, Inc., on September 1, 1937.

Included in the project were new hard-surfaced highways connecting the Airport with the Kingsport-Bristol highway at Blountville and the Kingsport–Johnson City highway about midway between the two cities, and a new steel bridge over the south fork of the Holston River. The new bridge was completed early in 1938 and the two highways were graded and rock-surfaced at the same time, and were hard-surfaced several years later. A recent appraisal, for the purpose of evaluating the total investment, showed that original cost plus capital additions to December 31, 1945 totalled $1,250,000.

Tri-City Airport, (1) Administration Building and Control Tower, (2) Hangar


AMERICAN AIRLINES

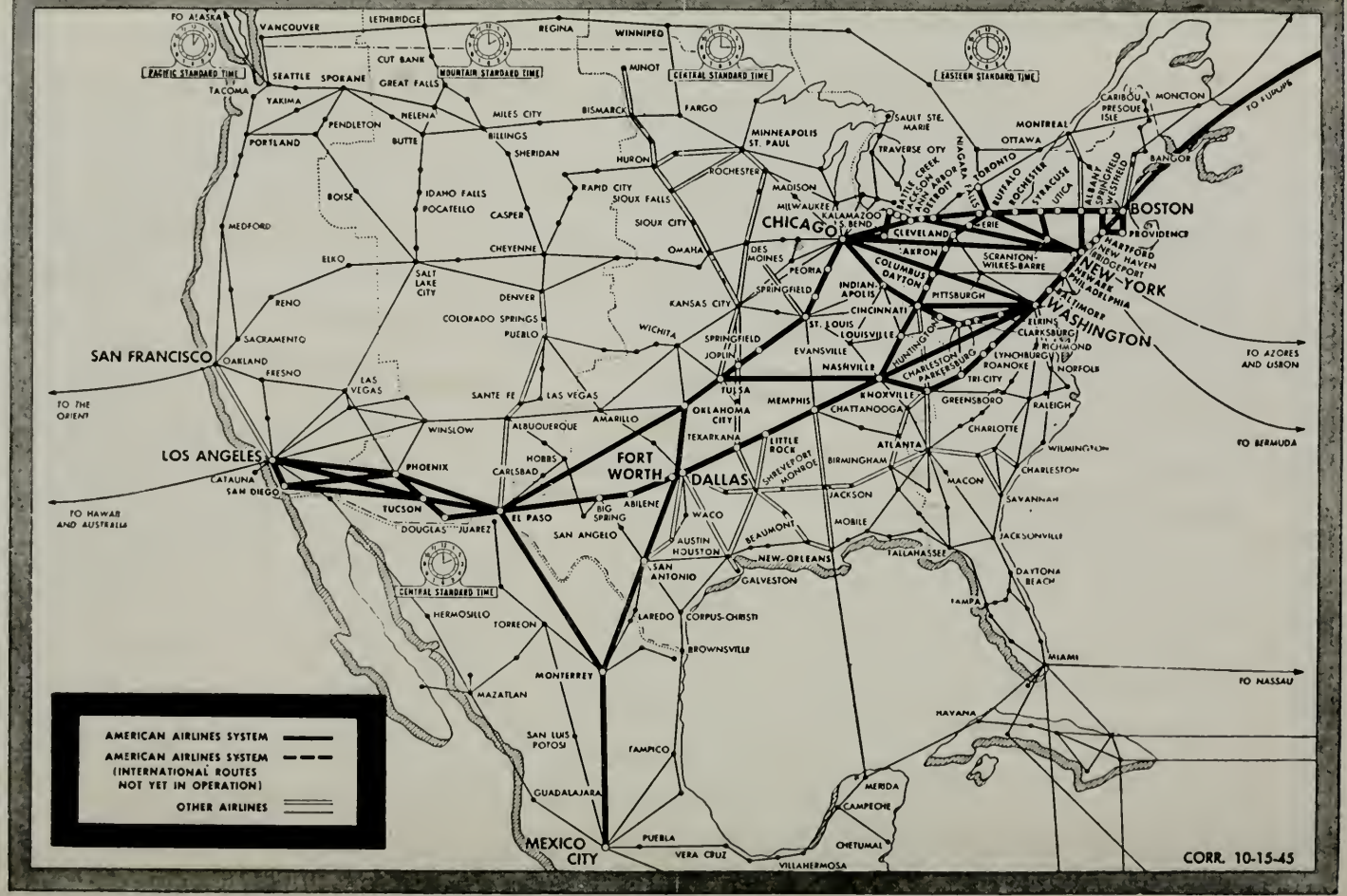

..PCA...PCA...PCA..

The airport proper consists of some 200 acres within the field boundary lights, and about 123 acres adjacent for future expansion. In the usable area are two hard-surfaced runways constructed of heavy base rock with hot asphalt top, and three taxi-strips and a loading ramp. The East-West runway lies 90 degrees, is 4,500 feet long and 150 feet wide, with marker lights on either side spaced 200 feet apart. The North-South runway lies 25 degrees, is 3,550 feet long and 100 feet wide, with marker lights and has no obstruction at either end. There are three taxi-strips from the hangar and administration building, each 50 feet wide. One strip leads to the north end of the North-South runway; one to the intersection of runways; and one leads to the west end of the East-West runway. The remainder of the field within the boundary lights is grassed and usable. The hangar is 120 by 125 feet, with a door clearance of 22 feet; a repair shop occupies an area 25 by 125 feet built on one long side of the hangar. Construction is of brick and steel with concrete floor and well drained. A 100 foot apron in front of hangar provides ample approach.

The field is completely equipped for day and night operations and has been in use for both day and night commercial airlines flights since September, 1937. All Civil Aeronautics Administration regulations concerning obstruction lights, etc., have been complied with.

The Civil Aeronautics Administration Communications Station and Weather Bureau, the two presently operating airlines, the fixed base operator, and the airport manager and airport facilities lessee have quarters in a modern, fireproof administration building,

Tri-City Airport, interior of Administration Building

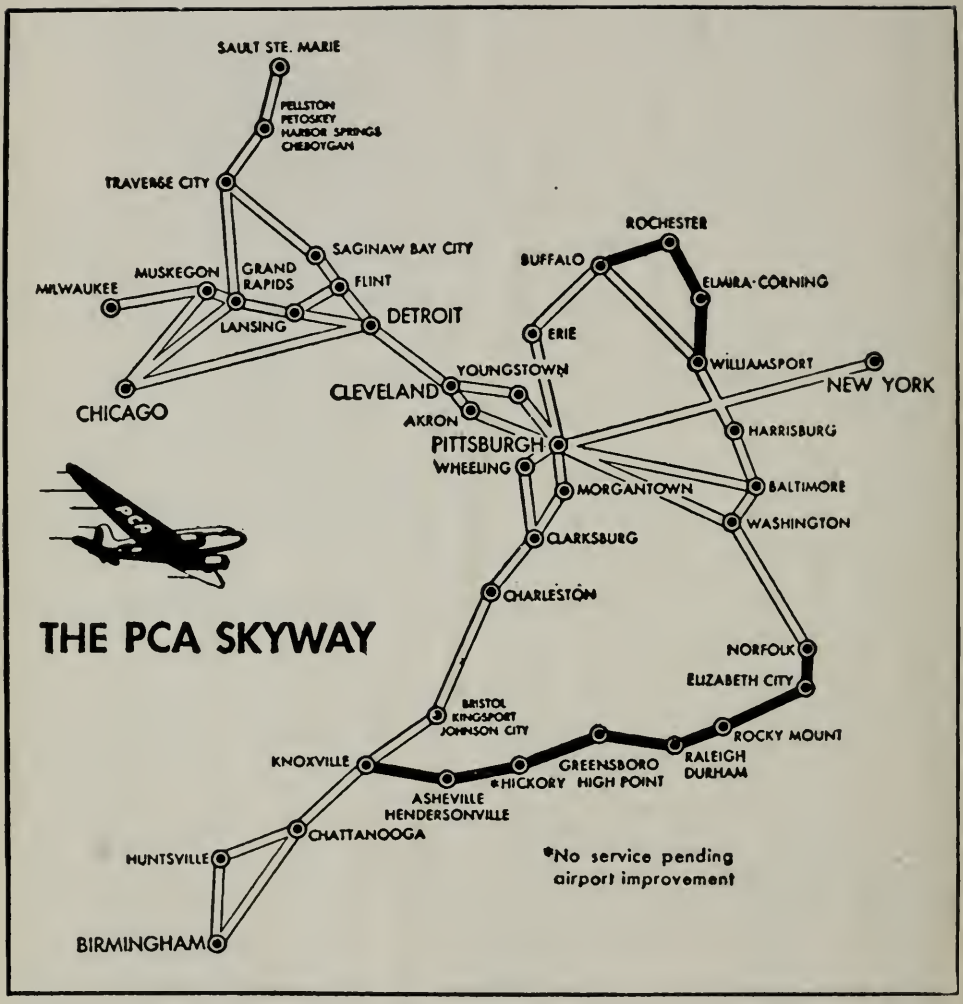

TO ALASKA
PACIFIC STANDARD TIME
MOUNTAIN STANDARD TIME
CENTRAL STANDARD TIME
EASTERN STANDARD TIME
CENTRAL STANDARD TIME
VANCOUVER
LETHBRIDGE
REGINA
WINNIPEG
SEATTLE
SPOKANE
TACOMA
YAKIMA
CUT BANK
GREAT FALLS
MINOT
PENDLETON
MELENA
MILES CITY
BISMARCK
FARGO
PORTLAND
BUTTE
BILLINGS
SHERIDAN
HURON
MINNEAPOLIS ST. PAUL
SAULT STE. MARIE
TRAVERSE CITY
MONTREAL
OTTAWA
CARIBOU
PRESQUE ISLE
MONCTON
TO EUROPE
BANGOR
BOISE
IDAHO FALLS
POCATELLO
CASPER
RAPID CITY
SIOUX FALLS
ROCHESTER
MADISON
MILWAUKEE
KALAMAZOO
S. BEND
BATTLE CREEK
LANSING
DETROIT
NIAGARA FALLS
TORONTO
BUFFALO
ROCHESTER
SYRACUSE
UTICA
ALBANY
SPRINGFIELD
WESTFIELD
BOSTON
PROVIDENCE
HARTFORD
NEW HAVEN
BRIDGEPORT
NEWARK
PHILADELPHIA
MEDFORD
SIOUX CITY
CHICAGO
CLEVELAND
ERIE
CHEYENNE
OMAHA
DES MOINES
AKRON
SCRANTON
WILKES-BARRE
ELKO
SALT LAKE CITY
PEORIA
COLUMBUS
DAYTON
INDIAN-APOLIS
PITTSBURGH
NEW YORK
BALTIMORE
WASHINGTON
DENVER
SPRINGFIELD
KANSAS CITY
CINCINNATI
RENO
COLORADO SPRINGS
PUEBLO
WICHITA
ST. LOUIS
LOUISVILLE
HUNTINGTON
ELKINS
CLARKSBURG
RICHMOND
LYNCHBURG
NORFOLK
SAN FRANCISCO
OAKLAND
SACRAMENTO
FRESNO
LAS VEGAS
SPRINGFIELD
JOPLIN
EVANSVILLE
NASHVILLE
CHARLESTON
PARKERSBURG
ROANOKE
TRI-CITY
TO AZORES AND LISBON
TO THE ORIENT
SANTE FE
LAS VEGAS
TULSA
MEMPHIS
KNOXVILLE
GREENSBORO
RALEIGH
ALBUQUERQUE
AMARILLO
OKLAHOMA CITY
CHATTANOOGA
CHARLOTTE
WINSLOW
TEXARKANA
LITTLE ROCK
ATLANTA
WILMINGTON
TO BERMUDA
LOS ANGELES
PHOENIX
HOBBS
CARLSBAD
FORT WORTH
DALLAS
SHREVEPORT
MONROE
BIRMINGHAM
CHARLESTON
CATALINA
SAN DIEGO
JACKSON
MACON
SAVANNAH
TO HAWAII AND AUSTRALIA
TUCSON
DOUGLAS
JUAREZ
EL PASO
BIG SPRING
ABILENE
WACO
MOBILE
SAN ANGELO
AUSTIN
HOUSTON
BEAUMONT
TALLAHASSEE
JACKSONVILLE
NEW ORLEANS
SAN ANTONIO
GALVESTON
DAYTONA BEACH
TAMPA
HERMOSILLO
TORREON
LAREDO
CORPUS CHRISTI
BROWNSVILLE
MIAMI
TO NASSAU
MONTERREY
MAZATLAN
HAVANA
SAN LUIS POTOSI
TAMPICO
GUADALAJARA
MERIDA
CAMPECHE
MEXICO CITY
PUEBLA
VERA CRUZ
CHETUMAL
VILLAHERMOSA
AMERICAN AIRLINES SYSTEM
AMERICAN AIRLINES SYSTEM (INTERNATIONAL ROUTES NOT YET IN OPERATION)
OTHER AIRLINES
CORR. 10-15-45

with adequate passenger accommodations, including a lunch room and an emergency pilots' sleeping room. Recently the original administration building was enlarged by adding a second floor and an air-conditioned control tower above the second floor, the latter built to meet specifications of the Civil Aeronautics Administration. Ample parking areas have been provided in front and around the administration building.

At present, three national airlines, American Airlines, Inc., Pennsylvania Central Airlines, Inc., and Twentieth Century Airline are serving this area with regular scheduled flights; American with two flights daily from New York and the east to Memphis, Dallas, El Paso and the west coast, with connections to Chicago and the north, and two flights daily from the west to New York City and intermediate points; Pennsylvania-Central with two flights daily from New York via Pittsburgh to Chattanooga and Birmingham, and two flights daily northbound to New York City. Prior to the war years both American and Pennsylvania-Central provided more flights daily and it is anticipated that the old schedules will soon be resumed. Twentieth Century Airline operates one flight each way daily between Cincinnati, Ohio, and Charlotte, N. C. The Tri-City Airport, serving Kingsport, Bristol, Johnson City and an area of some 250,000 population, enjoys the advantageous location of being at the crossroads of air transport in the United States, thus assuring continuous growth in passenger, mail, express and freight transport service in the future.

The present operating commission for the Tri-City

American Airlines, Inc., map of area served and routes


SAULT STE. MARIE
PELLSTON
PETOSKEY
HARBOR SPRINGS
CHEBOYGAN
TRAVERSE CITY
SAGINAW BAY CITY
MUSKEGON
GRAND RAPIDS
FLINT
MILWAUKEE
LANSING
DETROIT
CHICAGO
ROCHESTER
BUFFALO
ELMIRA-CORNING
ERIE
WILLIAMSPORT
NEW YORK
YOUNGSTOWN
CLEVELAND
AKRON
HARRISBURG
PITTSBURGH
WHEELING
MORGANTOWN
BALTIMORE
WASHINGTON
CLARKSBURG
CHARLESTON
THE PCA SKYWAY
NORFOLK
ELIZABETH CITY
BRISTOL
KINGSPORT
JOHNSON CITY
ROCKY MOUNT
KNOXVILLE
GREENSBORO
RALEIGH
DURHAM
*HICKORY
HIGH POINT
ASHEVILLE
HENDERSONVILLE
CHATTANOOGA
HUNTSVILLE
BIRMINGHAM
*No service pending
airport improvement

Airport, under the capable direction of T. Floyd Dooley, Chairman, Johnson City, and ably assisted by Robert T. St. John, Manager of Airport, is now developing plans for an expansion of facilities to include runways of length and type capable of serving the newest types of heavy passenger and freight transport planes. Conferences have already been had with the State Bureau of Aeronautics and the Civil Aeronautics Administration looking to effecting improvements costing in the neighborhood of $750,000 and maintaining the Tri-City Airport on a parity with fields in Tennessee at Knoxville, Chattanooga, Nashville and Memphis.

In anticipation of post-war accelerating demands for charter passenger and freight transport, the present lessee of the hangar and commercial field privileges, Louis Hilbert, has acquired one of the large twin-motored ships of modern design and capacity for this service. Mr. Hilbert, who served throughout the war in the Air Transport Command, is one of the very few pilots operating private flying services in Tennessee licensed to fly multi-motored planes for all purposes.

Many returned Army pilots have evidenced interest in owning ships and continuing their private flying. The Tri-City port is again in an advantageous position in that it possesses ample ground area for the location of private hangars, and furnishes capable repair service for all types of planes.

The industries of Kingsport are heavy users of air transport; one of the corporations operating a plant in Kingsport has already purchased a company passenger plane and regular flights are made to the Tri-City port.


CITY BUS
TERMINAL



CITY BUS TERMINAL

The City Bus Terminal, located at Main and Commerce Streets, is used by five lines:

(1) The City Transportation Company, which began operations in 1942, operates 29 buses, employs 65 people and carries approximately 325,000 passengers each month, covering streets and avenues in the city proper and into the suburbs to Hall's Cross Roads, Church Hill and Surgoinsville.

(2) The Blair's Gap Bus Line which began operations in 1939, operates 4 buses, employs 7 people and carries approximately 12,000 passengers monthly, running its buses to Stanley Valley and Plum Grove, Virginia.

(3) The O. B. Darnell Bus Line, which began operations in 1940, running buses to Clinchport, Dungannon and Fort Blackmore, Virginia, carrying approximately 15,000 passengers monthly.

(4) The Goshen Valley Bus Line which began operations in 1938, running one bus to Rogersville, via Buren, and carries approximately 5,000 passengers monthly.

(5) The Yellow Coach Company which began operations in 1942, running six buses to Blountville and Bristol, carrying approximately 40,000 passengers monthly.

THE UNION BUS TERMINAL

The Union Bus Terminal, located on Cherokee Street opposite New Street, is used by eight lines:

(1) The Tennessee Coach Company; a large operator, covering much of the middle South, including the cities of Bluefield, Bristol, Kingsport, Knoxville, Nash-

City Bus Terminal, (1) loading yard, (2) interior of terminal


RKING
REAR
RIES 35¢
RGED
BUS TERMINAL
BUS TERMINAL

ville, Chattanooga, etc.; operates over 300 buses with some 800 employees.

(2) The Queen City Coach Company; another large operator; began operations in 1937, and covers the Carolinas; it operates some 300 buses with approximately 800 employees.

(3) The Washington County Bus Line started in 1928, operating ten buses with 25 employees, serving the public between Kingsport and Johnson City.

(4) The Bloomingdale Bus Line, which began operations in 1936, running six buses serving the environs of the city along the Bloomingdale Road.

(5) Rock Springs Bus Line, started in 1944, and serves from the city to Rock Springs with one bus.

(6) The Carter Valley Bus Line, serves the same area as lines (4) and (5) with three buses.

(7) The Wadlow Gap Bus Line, started in 1938, also serves the same routes covered by lines (4) and (5), carrying some 4,000 passengers monthly.

(8) The Tri-State Coach Company is another large carrier; started in 1943, it covers an extensive territory in Southwest Virginia and Kentucky; it operates 75 buses and employs approximately 300 people.

Each bus line operates on a particular 24-hour schedule in and out of the city, at frequent intervals. Altogether they carry more passengers weekly than the total population of the areas served; over 10,000 persons pass through the two terminals daily. The charges of all the bus lines operating on a long-haul basis are about one and one-half cents per mile travelled. The rates within the city and to nearby points are reasonably comparable:

Union Bus Terminal, Cherokee Street (1) entrance, (2) interior of terminal

Out Highway U. S. 11W toward Knoxville:

Church Hill	10 miles	$.25
Surgoinsville	19 miles	.30
Rogersville	35 miles	.52

Out Highway U. S. 23 toward Gate City:

Lynn Garden	3 miles	.10
Gate City	8 miles	.25
Spear's Ferry	14 miles	.46
Clinchport	20 miles	.58

Out Highway U. S. 23 toward Johnson City:

Cliffside	2 miles	.10
Colonial Heights	5 miles	.15
Boone's Creek	14 miles	.30
Johnson City	20 miles	.35

Out Highway U. S. 11W toward Bristol:

Chestnut Ridge	4 miles	.25
Indian Springs	8 miles	.25
Blountville	15 miles	.25
Bristol	21 miles	.35

Out Bloomingdale Road:

Bloomingdale	4 miles	.10
Arcadia	6 miles	.15

Within City limits, immediate environs:

Westview Park	.10	Jackson Heights	.10
Nelson Town	.10	Fairacres	.10
Hillcrest	.10	Oak Grove	.10
Tenn. Eastman	.10	Long Island	.10

The bus service afforded Kingsport, its environs and nearby points is quite extraordinarily complete for a community of some 50,000 people, thousands of whom must depend upon bus transportation. Several thousand employees in Kingsport's plants, stores and offices commute daily from distances up to 25 miles at less cost and with equal speed to that prevailing in larger cities.

CITY TAXI SERVICES

Kingsport enjoys the services of several taxicab companies; among these the two oldest in years of operation are the Yellow Cab Company and the 94 Cab Company (94 being the telephone number of the latter). Both companies are under the same management.

The 94 Cab Company started operations in 1919; it operates 22 cabs, employs 30 men, averages 20,000 passengers monthly. The Yellow Cab Company started in 1933; operates 20 cabs, employs 32 men, averages 25,000 passengers monthly.

Additional taxicab services are furnished from within the city by Black & White Cab Company, Checker Cabs, Charles', Gilliam's Cabs, Red Ball and Victory companies. Other companies operate into the city such as Dixie Cabs, Lee Cab, Public Service Taxi and Service Cab Company.

The city is divided into six zones and most companies maintain identical tariffs for the different zones; the rates range from twenty-five cents, minimum, to one dollar, maximum, according to the zone points.

To points outside the city limits the rates are higher; to Bristol (21 miles) the rate is $10.00 for one passenger or a load; to Johnson City (20 miles) the rate is $8.00; and to the Tri-City Airport, a distance of about 12 miles, the rate is $3.00. Long distance charges vary somewhat but these given are generally correct, with comparable prices to in-between points. Residential areas outside city limits exceed zone rates.



INTER-MOUNTAIN TELEPHONE COMPANY

For twenty-four years it has been the opportunity and privilege of the Inter-Mountain Telephone Company to render the "Magic City" of Kingsport its telephone service. The telephone system, like the community, has grown by leaps and bounds. On July 1, 1922, when the Inter-Mountain Telephone Company was organized and took over the operations of the Kingsport exchange, there were 469 telephones in service. Today, twenty-four years later, 7,400 telephones are in operation.

For several years the exchange was located on Broad Street on the second floor of an office building. The rapid growth of Kingsport and the need of more room for central office operations brought about the necessity of larger quarters, and in 1930 the present telephone building was constructed with new central office equipment installed throughout.

In 1933, in keeping with the march of progress in Kingsport, there was installed in the building a Teletypewriter exchange, which serves a large number of TWX users in the city. Of pardonable pride to it is the distinction of having the only TWX exchange installed anywhere in the Nation thus far in a city of less than 100,000 population.

Rapidly increasing local and long distance traffic resulted in the installation of ten new positions of toll switchboard during 1942 and in 1943 necessitated an addition to the exchange building. During the war years the huge Holston Ordnance Works added a

Intermountain Telephone Company Building

direct and special load to the equipment and personnel limited by the demands of the victory program.

During the history of Inter-Mountain the number of patrons served in Kingsport has increased by more than 1,400%. This is a phenomenal growth, and has not been excelled anywhere in the Nation to our knowledge, except in instances of "mushroom" population growth.

With this rapid growth in Kingsport, it has had always a sense of security in its expansion for the reason that its advancement has been built upon the rocks of sound business development.

Keenly aware of the continuing growth of the Kingsport community, Inter-Mountain recently conducted an exhaustive service analysis of this area. With a carefully estimated population increase of 16,000 people in the next five years and an increase of 43,000 during the following fifteen years, indicating a community population of 100,000 in 1966, this company has developed plans for expanding all facilities by 200 percent during the coming 20 years.

To relieve present service requirements, the telephone facilities in Kingsport will be augmented by additional manual equipment that has already been ordered. At the same time, however, plans are being completed and orders are being placed for the automatic switching equipment that is destined to be installed in Kingsport within the next few years.

Every possible effort is being made to bring local telephone service up to the high standard of the prewar years.

THE WESTERN UNION TELEGRAPH COMPANY

Telegraph service was first afforded the city in 1910, when a Western Union office (it might more truthfully be called a "service") was opened in the first Clinchfield Railroad station, then a discarded box car set up on old railroad ties, near the present railroad station. This was primarily for the use of the railroad but public need quickly developed and general delivery of a sort was soon provided for the residents and business houses of the young town. With the building of the Clinchfield freight depot the wire facilities were moved to a more stable and appropriate location.

By the end of 1931 the fast growing city had outgrown the limited facilities that could be offered in conjunction with railroad operation and on March 1, 1932 the telegraph company opened its present office on the corner of Broad and Market Streets. In addition, seven of Kingsport's industrial plants: Tennessee Eastman, the Press, Mead, Blue Ridge Glass, Slip-Not Belting, Mason & Dixon Lines and Holston Ordnance, have private wires extending to their offices for direct dispatch and receipt of Western Union telegrams. Physical delivery by messenger is now furnished within the city limits; this is supplemented by telephone or mail delivery to all outlying districts.

Western Union also furnishes local newspapers with the Associated Press Service and supplies to many subscribers Western Union electric clock service, which furnishes Naval Observatory time, corrected hourly.


TIMES
NEWS
Times

THE KINGSPORT PUBLISHING COMPANY

It has been said that the best key to the spirit of a city, and the best indication of whether it is up-to-date and progressive or behind-the-times and stagnant, can be found in the newspapers published there. On this test Kingsport ranks high because the Kingsport TIMES now in its 29th year and the younger Kingsport NEWS which began in 1942, are up-to-the-minute newspapers, giving their readers generous portions of every essential of a metropolitan newspaper.

The Kingsport TIMES first came off the press as a weekly. That was in 1916, a year before the city was incorporated. The founders were Major Cy Lyle and R. D. Kinkaid, and the first editions were printed in Johnson City. Mr. Kinkaid was the first editor. Equipment was soon moved to Kingsport and the paper became a semi-weekly. In 1919 the business was purchased by T. H. Pratt and others and was incorporated as the Kingsport Publishing Company with Mr. Pratt as president. Mr. Ike Shuman became editor but within a year he was succeeded by Howard Long who held the editor's chair until 1935, when he resigned to become postmaster of Kingsport.

The growth of the paper and of the city was such that daily publication was attempted in 1921, but after a few months semi-weekly publication was resumed. It continued so until 1924 when it again became a daily, this time successfully.

In 1938 a new group headed by C. P. Edwards, Jr., bought the entire stock of the company. Mr. Edwards

Kingsport TIMES-NEWS building



became president, and publication continued with W. J. McAuliffe as editor.

In 1942 the growth of the city and the future prospects justified starting a morning paper. The first issue of the Kingsport NEWS, with a new and modern type face, appeared on July 6th of that year, with the same editorial staff. Meanwhile, in 1940, J. W. West had joined the staff as general manager.

The growth of the papers from a circulation standpoint has been steady from the beginning. As a member of the Audit Bureau of Circulations, the figures have risen steadily in spite of the depression, thereby matching the growth of the city. With the freezing of circulation due to the rationing of newsprint by the War Production Board (1942–1945), the combined circulation was held at 13,360, but an increase to over 16,000 followed the lifting of restrictions.

Postwar plans include the erection of a new and modern newspaper plant for which the property has already been purchased, and the replacement of the present 16-page press, outgrown in six years, by a high speed 48-page press (installation already begun) and the addition of two more linotypes to the present battery of five. The company operated its own engraving department before the war, which was closed for the duration because of the man-power shortage, but this will be re-opened with greatly enlarged equipment and a complete photographic studio as soon as postwar conditions permit. A contract has already been signed for the installation of telephoto equipment. Already installed is a Recordak and the "morgue" and library

Kingsport TIMES-NEWS, typographic division





have been streamlined by the use of microfilm. The TIMES and NEWS are among the smallest papers to take this modern step.

In content both the TIMES and NEWS carry the full leased wire service of the Associated Press, with complete coverage of state and local news by a staff of reporters and photographers. Both papers have a full page of comics and a full page of the best syndicated feature writers and columnists. This is far more than the average small daily carries. In addition, an 8-page colored comic supplement is added on Sunday.

Production of the TIMES and NEWS requires a staff of 56 full-time employees. The newsgathering staff numbers 13 and this is augmented by 52 outside correspondents. Seven copy writers and salesmen serve the advertisers.

During the war, a special monthly tabloid edition of the Kingsport NEWS was sent free to every man and woman in the armed forces from the Kingsport area. They numbered more than 4,000. No advertising was accepted for this edition and only local stories were given space, with the greatest emphasis placed on news from and about those in service. Twenty-one members of the staffs of the TIMES and NEWS were in their country's uniform.

Kingsport TIMES-NEWS, business and editorial offices


POSITIVELY
NO LOAFING
OR VISITING
No Exceptions

KINGSPORT'S RADIO STATION—WKPT

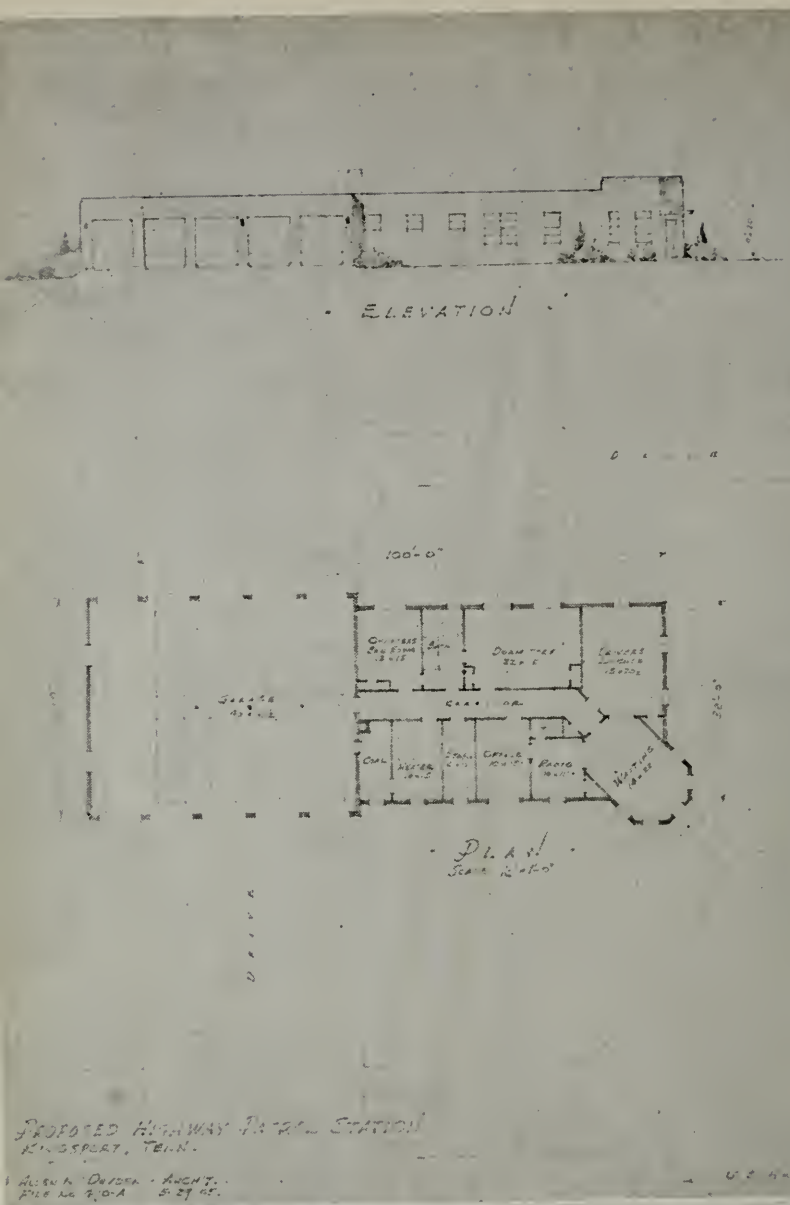
WKPT, the first and only radio station in Kingsport, began operating on July 15, 1940, and on August 25 of the same year joined the National Broadcasting Company. As a full-time NBC affiliate, WKPT brings to the listeners of East Tennessee outstanding network and local shows from six o'clock in the morning until 12:05 midnight, daily. In order to offer its audience the latest in world news and the best in music, the station uses the news facilities of the United Press radio wire and the National Broadcasting Company, Standard, and the Lang-Worth Transcription services.

Located in the heart of the business section, WKPT's studios and offices occupy some 7,200 square feet. The interior is finished in Colonial knotty pine, with the main studio having an audience seating capacity of one hundred and twenty-five. The transmitting station is located on the Johnson City highway near Forest Lawn.

WKPT now operates on an assigned power of 250 watts and a frequency of 1,400 kilocycles. Currently before the Federal Communications Commission is the station's application for an FM (frequency modulation) transmitter to operate with a power of 10,000 watts from a point on Bay's Mountain, less than a mile direct from the heart of Kingsport's business section. Such an installation would give the area ideal radio service.

Operating with a staff of nineteen employees, WKPT is known by its copyrighted slogan as—"The Nation's Model Station!"

WKPT, Kingsport's radio station: (1) *offices,* (2) *broadcasting and control rooms*


ELEVATION
100'-0"
PLAN
PROPOSED HIGHWAY PATROL STATION
KINGSPORT, TENN.
ALBERT H. DIETZ - ARCHT.
FILE No. 9-10-A


TENNESSEE
DEPARTMENT OF SAFETY
39
HIGHWAY PATROL

THE TENNESSEE STATE HIGHWAY PATROL

While the Tennessee State Highway Patrol is principally concerned with the enforcement of traffic regulations and laws relating to the collection of motor vehicle taxes, registration of cars and drivers, it is also responsible for aiding county and municipal officers in the enforcement of laws regulating the manufacture, sale and transportation of intoxicating liquors, of illegal gaming devices, of prostitution, and the control of venereal diseases. Thus the Highway Patrol now operates to control traffic, accidents and other incidents arising out of the public's use of the highways, and to police the highways, and roads contiguous to highways, and the public with respect to violations of law having to do with public health, morality, and safety.

Kingsport, the city, lies in the easterly of the four highway patrol sections of the state. To better facilitate the work of the State Highway Patrol in this vicinity, and to afford adequate and comfortable headquarters for the officers assigned to this section, a new Highway Patrol Station is being built at the intersection of U. S. Highways 23 and 11W, near the J. Fred Johnson Stadium. Herein will be provided quarters for a maximum of nine men, garages for ten automobiles, offices, and a radio station with a 1,000 watt transmitter, WEOM. Three operators will be on duty in eight-hour shifts to maintain 24-hour service, and radio communication with 39 states will be possible. The ten patrol cars will be equipped with two-way radio sets for constant communication with the Patrol Stations.

Tennessee Highway Patrol, (1) plan of new Kingsport station, (2) typical patrol cruiser



THE KINGSPORT INN

The Lee Highway from New York to the south and west by way of Virginia and Tennessee and the Dixie Scenic Highway from Chicago to Florida both pass by the Kingsport Inn, located on Broad Street at the Circle.

Opposite this civic center, facing on a broad boulevard which is the main street of the city, and surrounded by public buildings, adjacent to many of the city's churches and the business section, this unique hostelry rests amid an atmosphere of beauty and charm. Across the boulevard is the imposing Post Office and Federal Building, next to it the ultra-modern home of the Kingsport Utilities, while a block away the First National Bank, the City Building and the business section are readily accessible.

Somehow, an "inn" usually appeals to the weary traveller in a more comforting and romantic sense than a mere "hotel." Of Georgian architecture, with a wide portico adorned with high white columns in true southern style, this two-story, pleasantly rambling type of edifice immediately attracts one seeking rest and refreshment. With one hundred rooms, fifty of which have private baths, a many windowed, dining room of generous proportions in which the most fastidious appetite may find viands that please, comfortable lounge rooms, a game room, a piano for the music-lover, books for the reader and, above all, the cleanest and most comfortable beds and rooms one can find anywhere, there are ample facilities for the comfort of guests.

The Kingsport Inn, Broad Street at the Circle





Well landscaped grounds, with a formal garden to intrigue the flower-lover, invaluable box-woods and ivy-clad walls, there is an atmosphere of quiet charm, enhanced by comfortable reclining chairs, swings and Kingsport's elevation of 1200 feet.

Dining, one may look out upon the volcano-like peak of nearby Chimney Top Mountain, and the more regular outline of Bay's Mountain, one source of the city's water supply. From the veranda is visible the panorama of Kingsport's industrial plants and the distant ranges of the Blue Ridge and the Cumberland Mountains. An hour's drive to the north, across the line into Virginia, over scenic U. S. Highway 23, the "trail of the lonesome pine," is the now famous Natural Tunnel, which in reality is a great natural bridge of even larger dimensions than its more publicised rival near Roanoke. A brief hundred mile motor ride, over excellent roads to the south, is the Asheville resort region, the Great Smoky Mountain National Park, Pisgah National Forest, Unaka National Forest, and Mount Mitchell, the highest peak east of the Rockies.

Within five minutes drive from the Inn, the nine hole municipal golf course, the outdoor swimming pool, the Civic Auditorium with many indoor diversions, and the Civic Stadium with baseball and football in season, are easily accessible to guests. Visits to several of the noted industrial plants may be arranged, if desired.

At Johnson City and Bristol, each thirty minutes distant by motor from the Inn, three through trains daily over the Southern Railway provide service to the

Kingsport Inn, (1) corner of lobby, (2) one of the lounge rooms







east and south, and connections to the north and west. If time is of the essence, the new Tri-City Airport, located about 12 miles out off the Johnson City highway, provides American Airlines and Pennsylvania Central through plane service to New York, Pittsburgh, Chicago, St. Louis, the south and the west, and connections to the Gulf and Florida vacation spots. Twentieth Century Airline furnishes service between Cincinnati, Ohio, and Charlotte, N. C., with connections.

The Inn is a nationally-known stopping place for travellers and is also a center of the community's activities. Many social functions are held in its spacious parlors and dining rooms. Lions' meet here on Tuesdays and Rotary meets on Wednesdays at noon; Civitan on Thursdays and Kiwanis on Fridays, at noon.

Under the direction of J. H. Park, owner-manager, the Kingsport Inn offers clean, comfortable rooms, excellent food and moderate charges for all services.

HOMESTEAD HOTEL

Built originally in 1918 as a club house for the executives of the Grant Leather Corporation, one of Kingsport's earlier industries, the Homestead Hotel, or as it is more familiarly called in Kingsport, "the Homestead," was soon remodelled to make a most comfortable and accesssible hotel.

Located on Sullivan Street, at the corner of Clay Street, on the direct route from the Circle and on both the Lee Highway and the Dixie Scenic Highway, it

Kingsport Inn, (1) a private dining room, (2) main dining room, (3) a bedroom


HOTEL
COFFEE SHOP
DRUGS
HOTEL

offers accommodation to the tourist and to those who desire to make an extended stop in Kingsport.

With accommodations for one hundred and ten guests, offering sixty-five rooms, many with private bath, this hostelry enjoys a generous patronage.

A NEW KINGSPORT HOTEL

Plans have been made and foundation construction begun for a new hotel in Kingsport, on the corner of Center and Shelby Streets, right in the heart of the business district, adjacent to the City Hall, Post Office and First National Bank. With a frontage of seventy-five feet on Center Street, it will extend for some 200 feet along Shelby Street, and will rise one hundred feet to provide eight floors. It will be fireproof and air-conditioned throughout. Plans include some 170 rooms, each with private bath; fourteen apartments—seven with three rooms, bath and kitchenette, and seven of four rooms, bath and kitchenette; roof garden, etc.

The public rooms are to include a large dining room, a coffee shop, several assembly rooms of different sizes, lounge and writing rooms.

On the street floor plans provide for various shops—florist, beauty parlor, drug store, barber shop, ladies' wear and millinery shops, and others.

The Pritchett-Thomas Company of Nashville, allied with the construction and operation of a half-dozen hotels in the South, and the King Hotel Corporation are promulgating the enterprise to be named the King Hotel.

Proposed new King Hotel in Kingsport



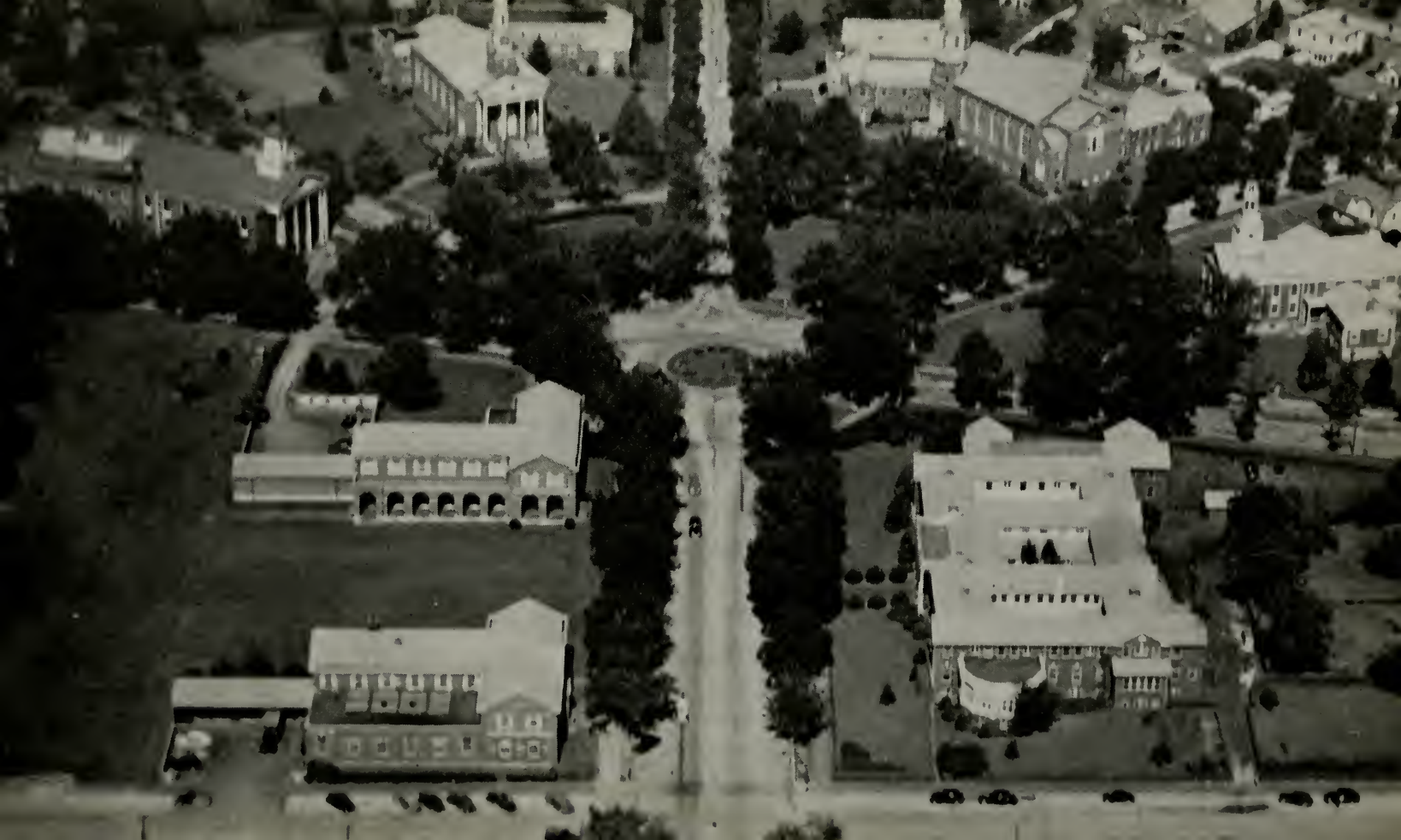
KINGSPORT IMPROVEMENT CORPORATION

Any recital of the history and activities of the Kingsport Improvement Corporation is so intermingled with the history and development of Kingsport as a city and as an industrial center as to make separation well nigh impossible.

Back in 1910, when Kingsport had its actual beginnings, a tremendous investment in land had been made by the projectors of Kingsport, both in acquiring rights-of-way for the Carolina, Clinchfield and Ohio Railroad and in providing acreage for the locating of industrial plants, together with areas for residential and business development. It was necessary to have a holding company in whose charge might be concentrated the care of this property and, eventually, the building of the city. Of such necessity came this institution, destined to be a tremendous factor in the planning and creation of a new industrial community.

When one reads elsewhere in this little book the stories of the industries that today make Kingsport the city that it is, no vestige of the master hand and the master mind that did so much of the work and the planning that made Kingsport possible, will be found. Whence came the admittedly practical idea of the diversification of industry? Who was father of the thought that led to the selection of Dr. John Nolen, the eminent city planner, as the expert to lay out a city that should eventually house a population of fifty-thousand souls? Who proposed engaging the Bureau of Municipal Research of the Rockefeller Foundation as the most

Photomontage of activities, Kingsport Improvement Corporation



capable organization to draw the charter for the infant city? From what source originated the assistance of the officials of Columbia University in developing the adequate and efficient school system which has so admirably taken care of the educational problems of Kingsport since its inception?

Turning to the real job of all, what effort brought industrialists to the newly laid-out municipality and what convinced them that here was, not a utopian mirage, but a new and different industrial opportunity, with willing hearts and ready hands to assist them in the making of industrial history? What kept those same industrial leaders interested during two major depressions and what inspired with new confidence those who at first encountered discouragements? And above all, who was it, forgetting selfish motives, avoided bringing questionable industries to this community, thereby building for permanence and for industrial peace and harmony? Thus might the interrogation continue indefinitely, with the same answers inevitably reoccurring.

Then, too, who had faith in the future of Kingsport and invested huge sums in building a water system, a power producing plant, a hotel, a golf course, business and industrial buildings, homes and even churches and schools? And invested money in newly located industries to assure their sponsors that here, too, was confidence in their enterprises?

Whose was the influence that was ever ready to fight for favorable freight rates, for better railroad and mail service, for better and more highways, for equable taxa-

Kingsport's Civic Center from the air, showing Civic Circle, churches, the Inn, Utilities and Federal buildings



tion, for needed legislation, for improved telephone service, for adequate hospital facilities, for better fire and police protection, for more and better school buildings, and last but by no means least, who lent incalculable aid in obtaining Federal aid in the building of our Post Office, Tri-City airport, civic auditorium, public housing, etc., etc.?

Disraeli is credited with the saying, "individuals may form communities, but it is institutions alone that can create a nation." Well may we in Kingsport affirm, and most correctly so, that the institution most deserving of commendation in the planning of the fundamentals and in the practical working out of the destiny of this community is the Kingsport Improvement Corporation and the far-seeing, empire building individuals who have directed its policies.

Another writer has said "an institution is but the lengthening shadow of the individual." Until his death in October, 1944 only modesty on the part of J. Fred Johnson, president of the Kingsport Improvement Corporation, prevented public acknowledgement of his unequalled contribution in the conquering of a new frontier in industrial empire building. Had it not been for his indomitable courage, tenacity of purpose, unvarying ethical standards and fair-dealing, intuitive judgment and vision, Kingsport would never have been builded to the stature and stability now attained. A community founded on friendliness, nurtured by the unstinted services of many individuals, and matured in the crucible of honest trial gratefully acknowledges its never-ending debt to a great American—J. Fred

Homes: (1) Linville and Orchard Court, (2) along Crescent Drive, Fairacres, (3) Belmeade, Fairacres, (4) Fairidge Drive, Fairacres, (5) Duplex unit, Center Street



Johnson—who came from a humble mountain community in Virginia to build a modern industrial city in the mountains of Tennessee.

Still another acknowledgement is due, and to another equally great American, a man intimately known to perhaps a very limited few now living or working in Kingsport.

Looking backward thirty-six years we see this individual standing in the bright sunlight of a Tennessee morning alongside the forlorn boxcar set on railroad ties that was Kingsport's first railroad station. With him is J. Fred Johnson, destined to become the builder of Kingsport. The Clinchfield Railroad had been builded to Kingsport from the south and was pushing its steel rails northward toward Elkhorn City, Kentucky. Blended in this one individual are the combined instincts and abilities of the financier, the engineer and the industrialist; even more—an intuitive business judgment, unlimited courage backing convictions, resourcefulness in periods of stress, and an intense yearning for "empire building."

Standing there that morning, and gazing out over the verdant saucer of farm lands encircled by hills on every side, he said suddenly to Mr. Johnson "here is the spot for a large industrial community." It may truthfully be said that Kingsport was conceived at that moment and by that statement. The eye of the engineer and the mind of the empire builder had reached beyond the immediate limitations and hazards; those eyes had envisioned and that mind had already planned long years into the future, and within his comprehen-

Entering Kingsport from the east; four-lane highway with recreation area on the right

sion lay pictured the city of the future—Kingsport as it is today—and as it will be in the years to come.

Who is the man to whom unlimited credit is due for the beginning, the building, the development of Kingsport? None other than John B. Dennis, first responsible for taking over the construction of the Clinchfield from Spruce Pine, North Carolina, when the Carter interests were ready to quit the task, and subsequently for completing the railroad, first to Kingsport and then on to the rich coalfields of Kentucky.

A native New Englander from Maine, long associated with the financial house of Blair & Company of New York City in the financing of railroads, public utilities and industrial operations, Mr. Dennis brought to the tremendous task of pushing the Clinchfield across rivers, around, through and over mountains the never-slackening effort and the undaunted courage that it takes to accomplish near-miracles. Compared to the magnitude and vicissitudes of railroad building, the building of Kingsport would probably be termed mere child's play by Mr. Dennis today.

Yet no city is given birth, growth, stability and national prominence without vision, hard work, disappointment, financial burdens and losses. Once, while reminiscing to a group of Kingsport industrial leaders, Mr. Dennis was asked whether he had ever become so discouraged over the apparent future to be tempted to quit his effort to build Kingsport. His answer was cryptic and expressive, "Yes, many times, but never forget that it is often easier to go ahead, than to stop or to back-up, when everything seems lost!"

Doubtless, other partnerships in endeavor similar to the Dennis-Johnson combination have existed and have produced projects of the character, scope and stability evolved by this dual effort in Kingsport. Yet, it is doubtful if there ever existed quite the ideal combination of abilities to work together, seeing eye-to-eye on a wide variety of undertakings, and the facilities to supplement and to challenge each other as is recorded in the lives and work of these two individuals.

Dennis, primarily the architect, the entrepreneur, the financier; Johnson, the boy from the small mountain community of Virginia, burning with zeal to accomplish the plans outlined on the trestleboard by his commander, contributing his own ideas and ideals and, above all, being the "boss-on-the-job" in good times and in bad, bringing the plans of both into fruition. .

Equally as reticent and modest as Johnson in permitting credit to be voiced for his accomplishments, Dennis undoubtedly could weave a fascinating tale of the years during which Kingsport was nurtured through the periods of infancy, youth and adult cityhood. Characteristic of all "doers" and particularly the doers of big things, is a natural abhorrence of publicity of the "doer." Just so it is with John B. Dennis; you may talk or write all you like about Kingsport, his "brainchild," but the moment you switch to the man who planned and builded Kingsport, the planned industrial city, he in turn switches the subject and talks of J. Fred Johnson, to whom he gives all the credit for our present metropolis, and of the many and important plans he has for its still greater development.



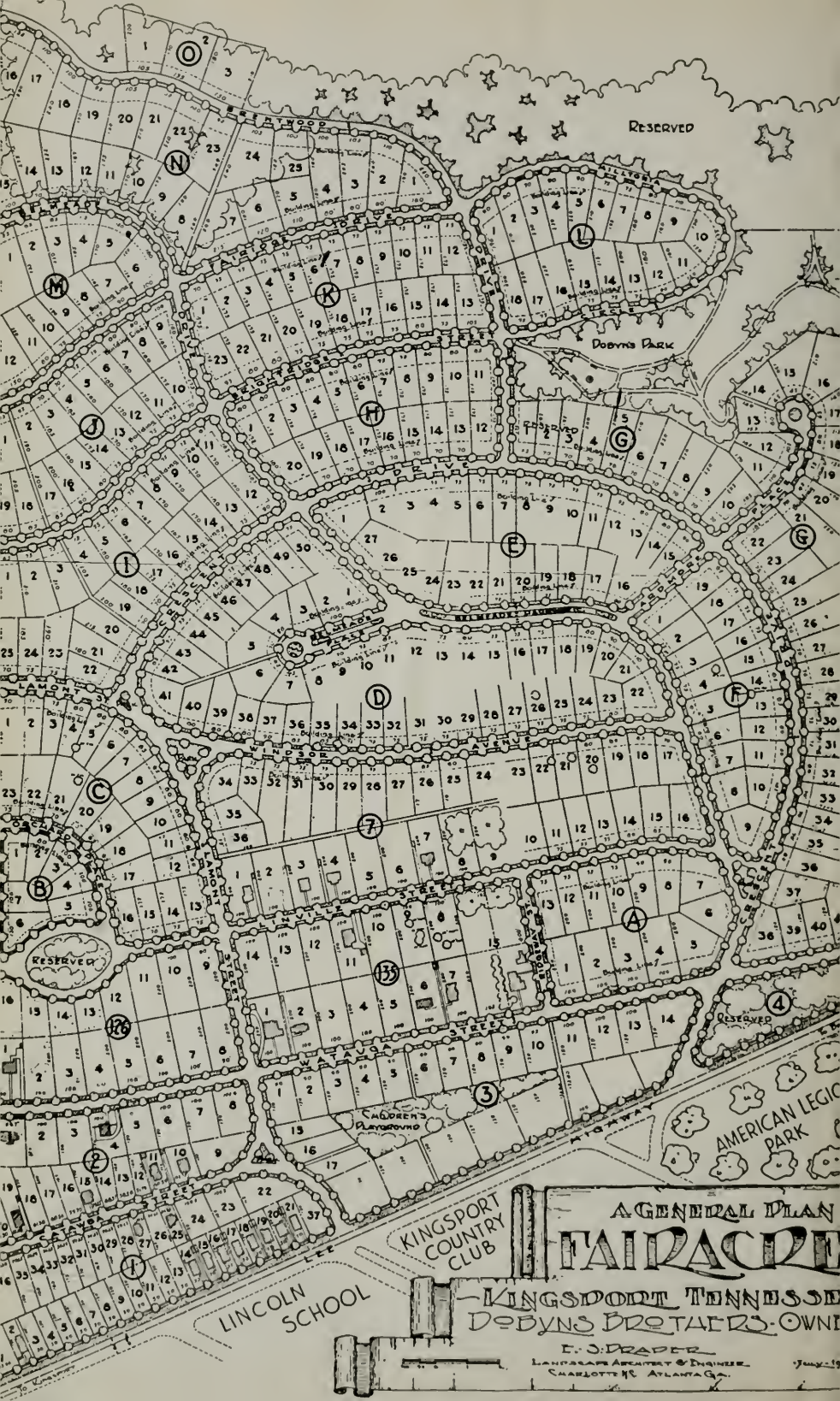
FAIRACRES

Most urban communities, at least during that period of most intensive development, pass through the phase of "sub-division" sales of real estate. Not so within the corporate limits of Kingsport. Here the original planning of the city provided for definite areas for business, for industry and for residences. Included in the residential area was reserved the acreage of the late James Wiley Dobyns stock farm, a beautiful tract of some 250 acres (now owned by his son S. F. Dobyns and granddaughter Elizabeth Dobyns), bordering on Watauga Street and extending nearly to the corporate limits on the east and beyond the limits on the north.

This pleasantly rolling plateau was laid out by E. S. Draper, nationally known landscape engineer who assisted Dr. John Nolen in planning Kingsport, the City. Taken as one complete residential property, Mr. Draper employed the sweep of hill and dale to mold gently curving avenues and streets that converge and separate to form attractive land groupings to fit both large and small housing plans. Enjoying an elevation of nearly thirteen hundred feet above sea level, with mountain vistas on all sides and the beautiful Reedy Creek Valley as a background, this sensibly restricted residential park affords all the advantages of a country estate within an easy five minute drive to the center of Kingsport's business district.

Looking southward, across Watauga Street and the main highways to Bristol and Johnson City, one envisions the south fork of the Holston River and in the

Group of homes in "Fairacres"


A GENERAL PLAN
FAIRACRE
KINGSPORT TENNESSEE
DOBYNS BROTHERS-OWNE
E. J. DRAPER
LANDSCAPE ARCHITECT & ENGINEER
CHARLOTTE N.C. ATLANTA GA.
RESERVED
DOBYNS PARK
KINGSPORT COUNTRY CLUB
LINCOLN SCHOOL
CHILDREN'S PLAYGROUND
AMERICAN LEGION PARK
HIGHWAY
RESERVED
RESERVED
RESERVED

distance crater-shaped Chimney Top Mountain, with the mountains of North Carolina as a panoramic backdrop. Abutting on the Bristol Highway, only a block from the Watauga Street side of the park, appears the golf course and the civic recreation area with its fine fresh-water swimming pool, auditorium, stadium, and other recreational features. In nearby wooded areas good bird shooting is available in the fall, while the drives and wooded roads leading from the park furnish enjoyable bridle paths for those who like to ride.

The landscaping within the park and around the homes is in harmony with that of the entire community. Discrimination was used in the selection of purchasers of home sites within Fairacres. Suitable consideration was given to the character and refinement of those seeking to construct homes within the park, entirely aside from that of financial responsibility. Ample lot areas were prescribed to insure freedom from crowding and to assure each property owner full opportunity to indulge his fancy, whether it be in a playground for his children or in an extensive flower garden for the enjoyment of his family and friends.

The residents of Kingsport are essentially a home building and home-loving people, hence Fairacres has become Kingsport's premier residential park, replete with homes, bright with flowers and shrubbery, and peopled with home-loving families whose children play happily and safely within the broad confines of this spacious "country within the city" area.

It is stated that all residence plots in this fine development have been sold.

Landscape plan of "Fairacres"



PUBLIC HOUSING IN KINGSPORT

Conceived by a group of prominent citizens headed by the late J. Fred Johnson, who "foresaw the need for discouraging the building of slums and for eliminating those already in existence while Kingsport was yet young and progressive," Kingsport's slum clearance and low-rent housing project received its initial impetus early in 1939 when more than a score of representative citizens met for a conference with the United States Housing Authority representatives to obtain all information necessary to secure a loan. Immediately thereafter, a petition was circulated among the city's most prominent civic leaders for the creation of a local Housing Authority. Signed by 456 residents, it was filed with the Board of Mayor and Aldermen on February 3, 1939. Publication of plans resulted in such interest among civic leaders and those connected with civic organizations that over 700 citizens crowded all available space inside and outside the auditorium in the City Hall on the night of February 21, prior to a meeting of the Board of Mayor and Aldermen. Those present obtained detailed information concerning public housing and went on record as unanimously approving whatever steps were necessary to carry out the proposed program. The Council meeting which followed resulted in the appointment of the five commissioners forming the Kingsport Housing Authority. Within the next few days a charter was granted by the Secretary of State of Tennessee and the Kingsport Housing Authority became a legally constituted body.

Robert E. Lee Homes, aerial view





Subsequently, surveys and studies of local housing conditions were made, and on August 11 the Authority entered into a loan contract with the United States Housing Authority for 90 percent of the amount required to finance the entire program. Preliminary plans and specifications, undertaken during the survey, were approved a month later; and subsequently a contract was consummated with one architectural firm for all architectural, engineering, and landscape architectural services, thus shortening the period between execution of the loan contract and execution of construction contracts.

The site for Robert E. Lee Homes, a 128 unit white project comprising 7.2 acres, was purchased at a cost of $14,000; the site for Riverview, a 48 unit negro project comprising 2.3 acres for $2,130. Immediately following purchase, the City held a municipal bond referendum in order to authorize the Board of Mayor and Aldermen to issue serial bonds amounting to $65,000 for making necessary site improvements. The construction of streets and alleys and the installation of water lines and storm and sanitary sewers were completed before the actual construction contract was awarded. Bids for the construction of both projects were opened December 20, 1939 and contract awarded on the basis of a low bid amounting to $485,000.

In August 1940 the dwelling units in Riverview were turned over to the Authority and immediately occupied by tenants of low income and who, at the time of admission to the project, were living in some of the city's worst slums. The first units in Robert E. Lee Homes

Robert E. Lee Homes, double and triple unit views





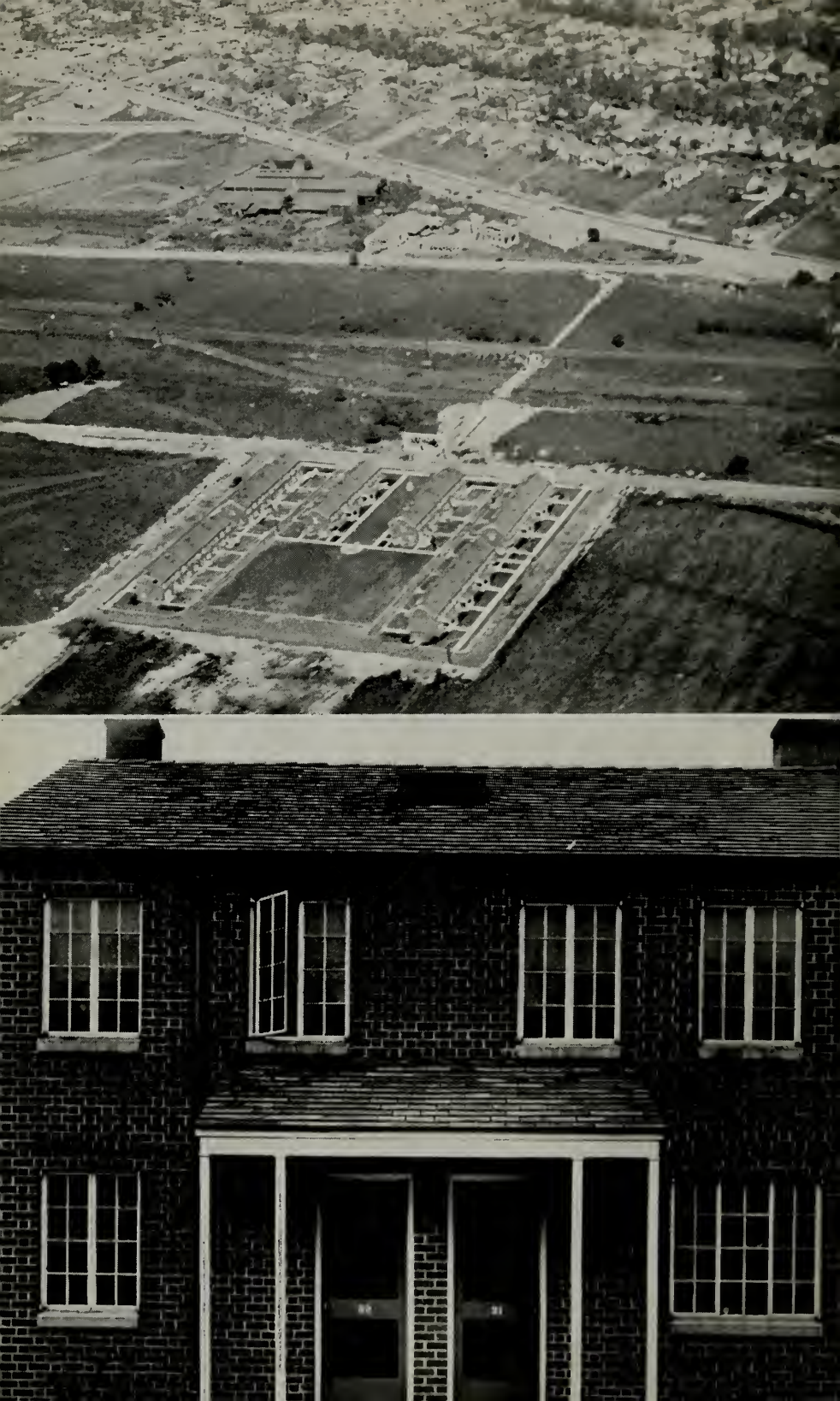
were turned over to the Authority November 1, 1940 and one hundred percent occupancy was attained February 13, 1941. Tenants were carefully selected from the lowest income group with those living in the worst housing accommodations receiving preference. Because of proven need and of savings in interest and administration costs and on budgeted items, the Authority in November 1940 issued a change order to the general contractor covering an additional eight dwelling units at Riverview. These units were completed and occupied in June 1941.

The total development cost of the two projects was $609,000 for which the Authority issued $65,000 in Series "A" Bonds and $544,000 in Series "B" Bonds. The Series "A" Bonds were offered and sold to private investors while the Series "B" Bonds are being held by the Government. As of June 1, 1945, $26,000 in Series "A" Bonds had been retired.

Immediately after the initial occupancy date the City and the Authority inaugurated a program of slum clearance and by July 2, 1942 a total of 218 substandard dwelling units, or 118.5% of the number of units required by the loan contract with the United States Housing Authority had been eliminated.

Due to fluctuations in the total income of families living in the projects, it was necessary to revise the rent schedules and to set up a system of graded rents whereby tenants having the lowest income pay the lowest rent. Those able to pay more are required to do so, thus reducing the annual subsidy from the Federal Treasury. Rental rates and income limits in effect are:

Robert E. Lee Homes, (1) typical kitchen, (2) typical bedroom



Grade	Maximum Family Income: *Less than 3 Minor Dependents*	*3 or more Minor Dependents*	*Rent & Utilities Per Month*
A	$ 990.00	$1,180.00	$11.00
B	1,110.00	1,330.00	13.00
C	1,230.00	1,470.00	15.00
D	1,350.00	1,620.00	17.00
E	1,530.00	1,830.00	20.00
F	1,710.00	2,050.00	23.00
G	1,890.00	2,260.00	26.00
X	2,130.00	2,550.00	30.00

Only grades A through E are used in establishing rents for tenants being admitted to the projects; however, if the income of a tenant admitted under Grades A, B, C, D or E increases beyond the maximum allowed for Grade X rent, the tenant is charged the maximum rent allowed by O. P. A. and is notified to vacate his dwelling unit when standard housing becomes available to him through private enterprise. This procedure avoids competition with private enterprise and assures that the Authority will not provide housing for families able to pay rent on a standard housing unit.

The Housing Authority, in conjunction with the Municipal Planning Commission, is concentrating on the future redevelopment of blighted areas by acquiring such areas, demolishing the substandard housing and either selling or leasing the land to private operators for development in accordance with plans approved by the Planning Commission. The Authority's part in the normal growth of the city will be to cooperate with other agencies to the end that all blighted areas will eventually be cleared and that no further construction of substandard housing will be permitted; also to construct standard housing units for those families whose incomes are so low they could not otherwise afford such accommodations.

Riverview Homes, (1) aerial view, (2) typical duplex entrance





KINGSPORT GARDENS

Just west from the four-lane highway leading out of the city toward Bristol and Johnson City, and opposite the City Recreational Center, lies Kingsport Gardens, the first large scale apartment house grouping combined with individual dwellings built in Kingsport.

Completed in 1939, it is a privately owned project sponsored by the Kingsport Improvement Corporation and construction contractors, aided by the Federal Housing Administration. The site comprises some eleven acres, pleasantly undulating in contour.

The development includes four apartment units, each containing thirteen apartments, eight English block-type units of four dwellings each and one unit of two dwellings. The apartment units have central heating for all apartments in a unit; the individual dwelling units have separate heating. Single and group garages are provided for all tenants.

The total of 86 dwelling units comprises 52 single apartments and 34 individual dwellings. The five room apartments rent for $52.50 and the four room single dwelling units for $37.50 per month. All dwelling units are on a rental basis, none are for sale.

Apartment units are of brick construction, the single units of brick and frame combination; all units are thoroughly modern in design and appurtenances. Situated virtually in the center of the city, flanked on one side by a wide highway and on the other by the pleasing vista of the greens and fairways of the golf course, this development is fully occupied at all times.

Kingsport Gardens: (1) *duplex group*, (2) *apartment house group*





CHEROKEE VILLAGE

Begun in 1942 and owned privately by the Cherokee Real Estate Corporation, Cherokee Village covers a tract of land along the north side of West Sullivan Street, between "the fifties" (the original housing development in the western section of the city) and the Gate City and Bloomingdale highways.

It consists of 220 dwelling units arranged in 110 duplex units, each on a plot 45 by 150 feet. Some units contain dwelling units having two bedrooms, others have three bedrooms. As originally planned and priced, the two-bedroom units sold for $4,750, or rented for $44 per month, each; the three-bedroom units sold for $5,300, or rented for $52.50 per month, each. All of these houses have been sold to original owners.

This project was privately financed, under a loan guaranteed to 90 percent by the Federal Housing Authority, independent of the Kingsport Housing Authority.

The aerial view shown illustrates the sweep of curving avenues providing access to this development and affording a distinct charm to the location of the individual duplex dwelling units.

On the hill in the distance may be observed Jackson School, one of the city's grade schools, available for the children of this development.

Located "close-in" to other schools, churches, and the business and industrial districts, this development proved a popular investment project for those desiring modern small homes at moderate cost.

Cherokee Village, (1) aerial view, (2) group of typical duplex dwelling units





WINSTON TERRACE

Skirting the golf course to the south and extending to Old State Highway No. 81 on the east, Winston Terrace provides another large scale private real estate development.

Begun about 1938 and deriving its name from the original sponsors, it was completed in 1944. It is understood that the Bulova interests (of watch-making fame) are financially interested in this development.

The project as completed consists of 31 dwellings, all of the single detached type, each with its own land plot. The dwellings vary in type, being constructed mostly of brick, with a pleasing variety of half-brick and frame styles interspersed throughout.

Individual dwelling units consist of four and one-half and five and one-half rooms, originally designed for rental or for sale at prices and upon terms comparable to units in other housing areas of the community.

All the units in this development have now been sold and it is anticipated that the construction of additional units will be begun as soon as adequate supplies of building materials and fittings are available again under the current Federal allocation ruling.

The development of this project was accomplished employing the advantages of extensive wooded areas, thus affording a most desirable landscaping to much of the project paralleling construction. While located close to the corporate limits of the city, the residents enjoy full city facilities plus a privacy seldom found in the newer home areas of large communities.

Winston Terrace: (1) *Entrance and homes viewed from Highway No. 81,* (2) *typical single home units*









BAYSVIEW AND FOREST LAWN

Kingsport Defense Homes, Inc., are responsible for three housing developments in Kingsport: Baysview, with 270 dwelling units, Forest Lawn, with 94 units, and the construction of 28 units in Riverview, the negro low-cost housing development described elsewhere. The 28 units constructed in Riverview are independent of the residue of the units constructed and rented by the Kingsport Housing Authority.

Baysview is located south and west of the four-lane highways leading out of the city to the east toward Bristol and Johnson City, and between the Borden Village and Kingsport Gardens. It was started in 1942 and all 270 units are of brick construction, single dwelling type. These units were constructed to rent for from $40.00 to $54.50 per month, according to number of rooms, or to sell in the price range of from $4,350 to $6,000.

Forest Lawn is on a site west of U. S. Highway No. 23, leading to Johnson City, and north of Litz Manor, extending southwesterly toward the Clinchfield Railroad line. It comprises a total of 94 single dwelling units, quite similar in style and price range to the dwellings made available in the Baysview area.

Both Baysview and Forest Lawn housings are designed, as is evident from the price ranges, for moderate cost homes.

Kingsport Defense Homes, Inc., is another combination of land owners, large private investment agencies and the Federal Housing Administration.

Typical modest homes, (1) Baysview, (2) Riverview, (3) and (4) Forest Lawn




2





SEVIER TERRACE, JACKSON HEIGHTS, HOLSTON HEIGHTS, BORDEN VILLAGE

Sevier Terrace lies north of Sullivan Boulevard and west of U. S. Highway 23 leading out of the city toward Gate City, Virginia. Several groups of modest homes have already been built in this development and more extensive construction is planned later.

Jackson Heights embraces that area on both sides of U. S. Highway 23, around the Jackson School and along the Bloomingdale Road, to the corporation line on the north and east, and to the Tranbarger Hollow–Scott County Road on the west. This area has developed rapidly, no doubt due to near location to the main part of the city and its high elevation, facing southeast and overlooking the business and industrial areas.

Holston Heights is situated on a considerable eminence directly across the tracks of the Clinchfield Railroad, overlooking the entire city on the north and the wide and beautiful vista of the Holston River valley on the south. It is approached over Cherokee Street, crossing the railroad, and thence by Plant Street passing the plant of the Pennsylvania-Dixie Cement Corporation by which the land and most of the housings are owned and rented to plant executives and workers.

Borden Village, as it is more frequently designated than by its true name "Oakdale," is an attractive residential development, originally containing 277 single homes and in recent years expanded from time to time, is a little community in itself operated on a rental basis by Borden Mills, Incorporated, for their employees.

Modest homes: (1) *Sevier Terrace*, (2) *Holston Heights*, (3) *Bayview*, (4) *Jackson Heights*





2





WEST VIEW PARK, GIBSONTOWN, CEDARVIEW, HIGHLAND PARK

West View Park lies both inside and outside of the corporation limits; from Sullivan Boulevard it stretches northwest between Sevier Terrace on the east and Acre Heights on the west (the corporation line runs along Plantation Road), with Riverside, Fairview and Highland Avenues as the main approach arteries from Sullivan Boulevard and the city proper. That portion between Nall Street on the north and Sullivan Boulevard is within the corporate limits. It is a large, well populated area, having many attractive, modest homes.

Gibsontown wholly, and Cedarview partially within the corporation limits, are situated in the sloping area leading down into the Reedy Creek valley from Watauga Street at the intersection of East Ravine Street. The major arterial highway is Gibson Mill Road which the city is preparing in 1946 to widen and pave. Upper Broad Street at its most northeasterly point lets into Gibson Mill Road between Dorothy and Robertson Streets. The Gibson Mill Road continues across Reedy Creek, joins Broad Street in Cedarview and traffic passes on to the Bloomingdale Road over Mill Road in Cedarview. These communities are residential and the homes are of modest size and cost.

Highland Park, bounded by Harris Avenue on the west, Spring Street on the north and Park Street on the east, and lying north of the old Bristol Highway leading out of the city, is within the corporate limits. It is residential, with houses of the moderate cost type.

Modest homes: (1) West View Park, (2) Gibsontown, (3) Cedarview, (4) Highland Park









ENVIRONS

It is axiomatic that contiguous housing areas develop as environs to all large communities and more especially industrial cities. Many families, regardless of income, prefer to live just without community or corporate areas. Doubtless, city versus rural tax rates have some influence in deciding the homesite, provided good schools, churches, stores and other adjuncts to good living, including good roads, pure drinking water, regular mail service, are available.

Kingsport's environs, almost wholly residential, have developed over the years much in the general pattern. The extension of water and sewage services to many of the closer-in communities (principally as a protection to Kingsport itself) and the establishment of bus lines serving all areas within a radius of some 25 miles in every direction have all contributed to the outer growth.

Before, and especially during the war years, Kingsport's continuously rapid growth maintained a steady shortage of housing, particularly in the apartment, duplex, group and single home types planned for those in the lower income brackets. Kingsport faces in 1946 an acute housing shortage, for its population has steadily increased and during the war there was virtually no home construction to keep pace with the demand. In the face of materials and labor shortages, Kingsport and its immediate environs demonstrate, by the numberless homes under construction, that both the investors and the population itself are determined to do everything that restrictions permit to remedy the situation.

Homes: (*1*) *Oakwood Forest*, (2) *Edgewood*, (*3*) *Litz Manor*, (*4*) *Cliffside*









As might be anticipated, the development of the "suburbs" around Kingsport has followed much the pattern of providing housing for the families of those employed in the industries and the commercial establishments of the city.

To the east of the city, extending from the city line to the heights of Chestnut Ridge, are several residential communities, among such East Highland Park, Bellevue, Dixon-Thomas, Oak Grove and Hillcrest.

On the west, adjoining Sevier Terrace and West View Park, are the extension of West View Park, Howard Hill, Acre Heights, Old Kingsport and Fort Robinson.

Along the Gate City Road (U. S. Highway 23), and beginning just over the city line, appear the Lynn Garden and Gravelly Heights communities. Farther out along the main highway to Knoxville (U. S. Highway 11W), and in Hawkins County around the Holston Ordnance Works, are almost continuous home developments for both white and colored residents.

Turning to the south, along the Johnson City highway (U. S. Highway 23) may be observed some quite new housing developments titled Litz Manor, Cliffside and Holston Hills.

Between U. S. Highway 23 and the Clinchfield Railroad and the Tennessee Eastman plant are found Oakwood Forest, Edgewood and Beechwood.

Across the Holston River from the Tennessee Eastman plant, and extending farther south to the "sluice" of the Holston, is another community, with its own stores, school and churches, known as Long Island.

Homes: (1) *East Highland Park*, (2) *Ridgeway*, (3) *Oak Grove*, (4) *Hillcrest*



Map of the Commercial

Area of Kingsport

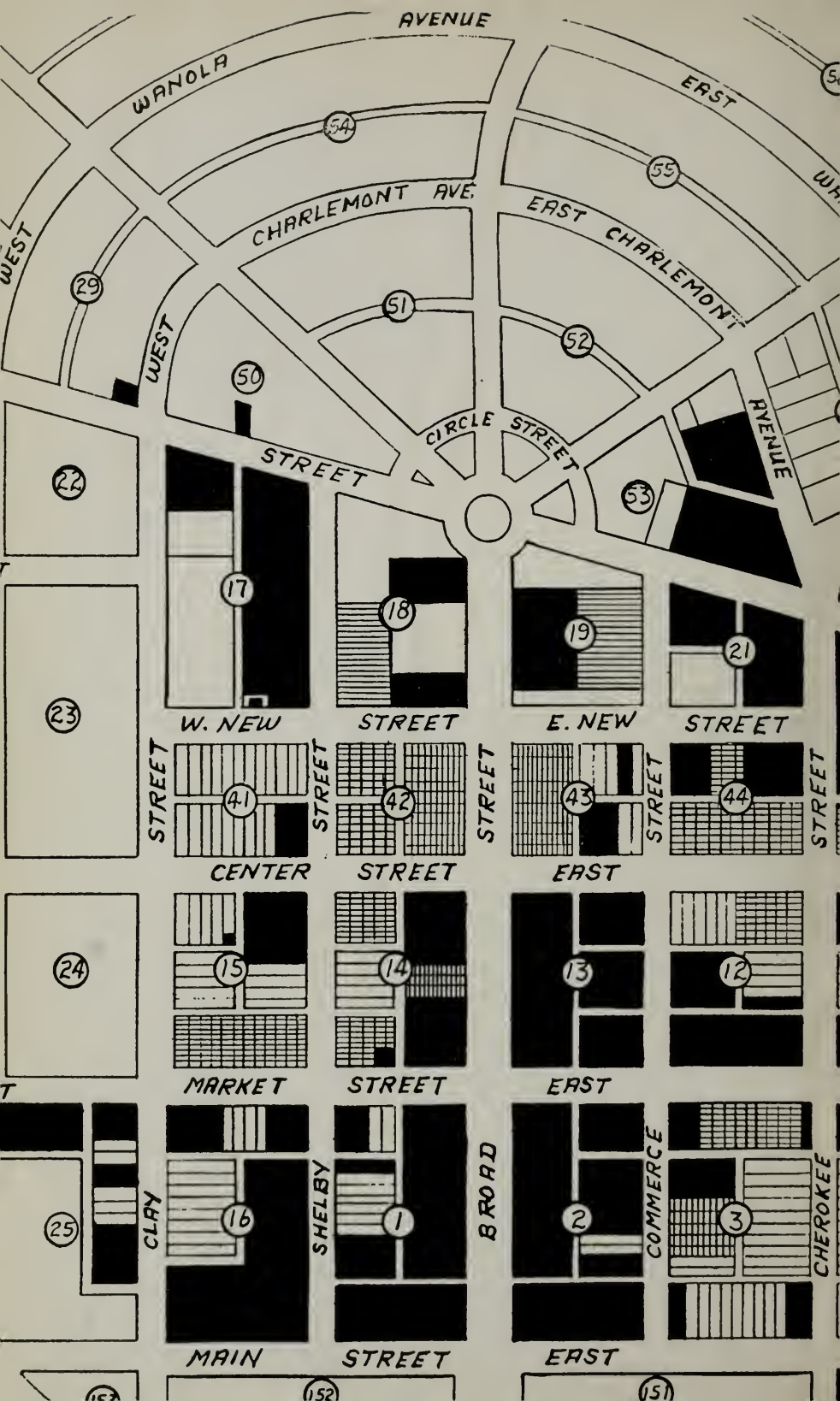
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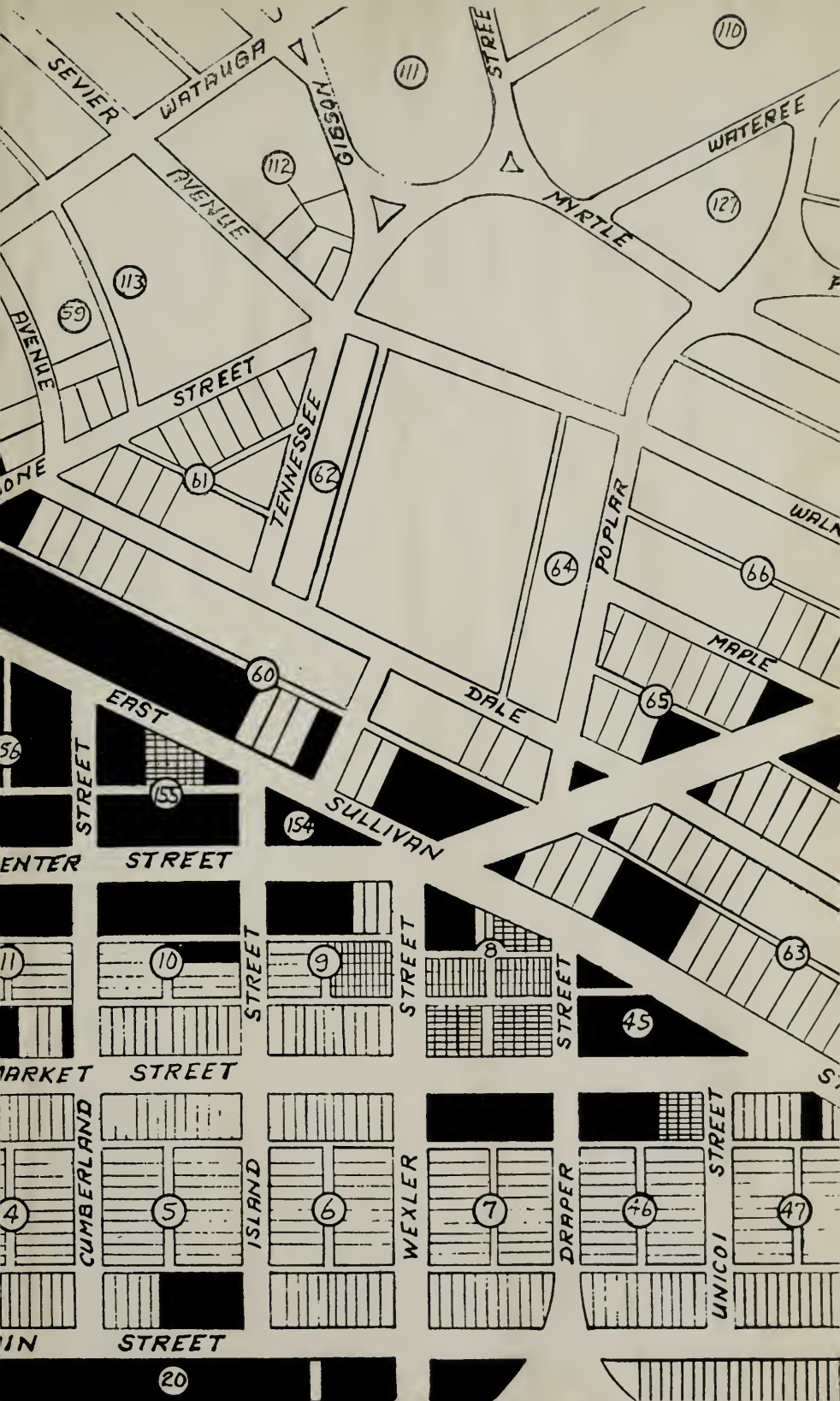
Solid black spaces—present permanent structures

Crosshatched spaces—construction of structures begun or planned

White spaces—available for the construction of commercial buildings

Home of Hammond Post No. 3, American Legion


AVENUE
WANOLA
EAST
54
55
CHARLEMONT AVE.
EAST CHARLEMONT
WEST
29
WEST
51
52
50
CIRCLE STREET
STREET
AVENUE
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22
17
18
19
21
23
W. NEW
STREET
E. NEW
STREET
STREET
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STREET
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STREET
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STREET
44
STREET
CENTER
STREET
EAST
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14
13
12
MARKET
STREET
EAST
25
CLAY
16
SHELBY
1
BROAD
2
COMMERCE
3
CHEROKEE
MAIN
STREET
EAST
152
151


SEVIER
WATAUGA
AVENUE
GIBSON
STREET
WATEREE
MYRTLE
AVENUE
STREET
TENNESSEE
POPLAR
MAPLE
DALE
EAST
STREET
SULLIVAN
STREET
STREET
STREET
STREET
CUMBERLAND
ISLAND
WEXLER
DRAPER
STREET
STREET
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127
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PART FOUR

COMMERCIAL AND PROFESSIONAL KINGSPORT



COMMERCIAL KINGSPORT

Kingsport's commercial or general business district, as may be observed from the map-insert opposite pages 322–323, is principally contained within the area bounded by Main Street (paralleling the railroad) on the south, by Clinchfield Street on the west, by Sullivan Street (which bisects the Civic Circle) on the north, and by Nelms and Oak Streets on the east. To be sure, there are business establishments along the northern side of Sullivan Street, along East Charlemont and Boone Streets (close by Five Points), and along both sides of the Bristol Highway, from the point at which East Center Street ends and the Bristol Highway begins at Wexler and Sullivan Streets, another "five-points" of highways.

Broad Street, running almost due north, is the dividing line between the "east" and "west" sections of all streets that cross it, from Main Street in the south to Ravine Street in the north, from which location it will eventually slope down to connect with Gibson Mill Road, the future main arterial connection with the Bloomingdale Road beyond Cedarview.

As might well be expected in a city enjoying the rapid growth Kingsport has recorded, there still remain some few dwellings within the major business district, and in the area between East Sullivan, Poplar, Walnut and Brook Streets not a few substandard homes that ultimately must give way to business.

Then, too, there are scattered business houses on the fringes of some of the nearby residential districts con-

Kingsport's business area—Broad Street viewed from the Clinchfield Railroad station


GULF
NO-NOX


ESSO

taining more modest homes, and along the Bristol Highway near the junction of the old and new highways to the east near the Civic Recreation Center and the Kingsport Gardens and Baysview real estate developments.

The business life and activity of a community, and the larger and more rapidly growing the community the greater variety, is a curious admixture of three major divisions of commercial endeavor; first, the large industrial plants, treated elsewhere in this publication; second, the wholesale activities; and third, the mercantile or retail establishments and the so-called service industries.

Kingsport has grown so rapidly, along so many diversified lines industrially, that the wholesale and retail businesses have been hard put in their attempts to keep up—in fact the retail establishments have not been able to catch up and keep abreast of the quite enormous growth in population, occasioned by the expansion of the older industries and the influx of several new and large industrial plants. The first problem was faced by the mercantile area when, in the depths of the recent depression period of 1929 to 1937, the Tennessee Eastman Corporation began its huge construction program for the housing of its new acetate, rayon yarn and plastic production. Workers in industry and the city's population began to jump by thousands almost overnight and continued on the upward trend for several years. The second problem arrived with the decision of the United States Government to construct the Holston Ordnance plant on Rotherwood Farm, just

Kingsport's business area: (1) looking west on Cherokee Street at Five Points, (2) looking east on Bristol Highway from Center Street intersection


RESTAURANT
DRUGS


SALES ROOM
SALES ROOM

a few miles west of the city line, with some 15,000 persons engaged in that construction program alone. Then, along with World War II, came rapid expansions in several of Kingsport's other major industries, plus the ultimate steady employment of upwards of 5,000 new employees on the Holston Ordnance production lines, together with still further expansion of the Eastman facilities for production.

And the end is not in sight—for which all are exceedingly grateful—for as Kingsport's industrial plants expand and afford greater and more profitable employment, paralleling it comes the public demand for more and better merchandise of every type for every human need. The merchants are unanimous in their praise for the planned industrial development, for the plants producing a variety of products, independent of each other to the extent that no two plants will ever be adversely affected during "hard times" by the difficulties of any one plant in marketing its products. The merchants, now united in one cooperating association, are striving manfully to build up the mercantile facilities to match the already stabilized, but still growing, industrial accomplishment.

Everywhere one looks, over the entire business area, building construction is in progress; stores, wholesale houses, warehouses and buildings to house all sorts of business enterprises are going up, or plots are ready only waiting the arrival of materials and the release of construction workers to begin building. The map-insert referred to, between pages 322–323, shows in solid black blocks the areas within the business district on

Business establishments: (1) *stores near Kingsport Gardens,* (2) *Citizens Supply Corporation*


MENS APPAREL
J. FRED JOHNSON & CO




FULLER
GRILLMAN
NETTIE LEE
SOBBLS
FREELS
DRUG STORE

which business buildings already stand; it also shows in crosshatched lines those plots already purchased for immediate construction of new or augmented business facilities; the white plots remaining are the very few business plots presently reserved for future construction and on which definite plans are not yet consummated. The statement has been made by those who should know that there is not a single plot in the business area just described that is not being held at present for some particular business project involving building construction at an early date.

Notwithstanding the admitted fact that the retail mercantile businesses have not yet reached a point in development where they can offer a full complement of services and goods to meet the ever-increasing demands of a still growing and more critical clientele, Kingsport does have a generous number and variety of good shops. After all, a city that grows from virtually nothing in 1915 to a thriving metropolis of 50,000 people in thirty years, is a breath-taking evolvement!

As one walks or rides along the streets of the business district block after block of stores may be observed. These vary in size, appearance and range of goods offered from the familiar department-type store to the more exclusive, or more specialized type, catering to the needs of women, men, children, autoists, the home, radio users, music lovers, and so on ad infinitum.

Of the larger establishments, the J. Fred Johnson Company's Department Store might be said to be the one strictly department-store type in the more pretentious class; close by are familiar store fronts with

Business Section: (1) *J. Fred Johnson & Co., store,* (2) *Broad Street at Market,* (3) *Broad Street at Center*


STATE
J.C. PENNEY COMPANY


THE FIRST NATIONAL BANK
MONTGOMERY WARD


CLEANERS

names such as Charles', Federal Clothing, Ben Franklin Store, Grant's, Montgomery-Ward, Parks-Belk, Penney, Sears-Roebuck, Kress, and Woolworth; closely ranged with the larger stores are many specialty shops such as the Bee Hive, Bowers', Darling Shop, Blossom Apparel Shoppe, Lord's, Inc., Nettie Lee Shop, Vogue Furriers, the Baby Shop, Fuller & Hillman, Sobel's, shoe stores like Harrison's, Morgan's, Southern; furniture displays at Baylor-Nelms', Sterchi Brothers', Johnson-Gentry, Dobyns-Taylor, W. B. Greene Company, Broadstreet's, Anderson's and others. For recreational supplies one notes bicycles and other items in the B. F. Goodrich Stores; outboard motors displayed by Bowers, Inc.; books in the windows of Copeland Office Equipment Company and the Kingsport Office Supply Company; sports goods in the Sport Shop.

If one is looking for hardware, agricultural implements, chinaware, electric appliances, floor coverings, gifts, radio sets, electric ranges, electric refrigerators, vacuum cleaners, washing machines, electric water heaters, etc., etc., one may turn to any number of stores such as: W. B. Greene Company, Dobyns-Taylor, Farm Equipment Company, Craft Motors, Inc., Brashear Motors, Huddle Electric Company, J & L Appliance Company, Service Electric Company, United Furniture Stores, Clayton Brothers Electric Company, Edwards Hardware & Supplies, Haney-Campbell Electric Company, Brashear Electric Company, Jared's, Kingsport Hardware Company, Broadstreet Furniture Company, Munroe's Radio Service, Electric Appliance Company, Harrell Garrett, Kirby Vacuum Cleaners,

Business section: (*1*) *Broad Street from Market Street*, (*2*) *Broad Street from Center Street*, (*3*) *Market Street east of Center Street*


WESTERN
UNION
WESTERN
UNION




DIXIE MAID BAKIN

etc. For jewelry, silverware, gifts, etc., there are stores like Dobyns-Taylor, Allen's, Bailey's, Dunn & Son, Jorden's, the Jewel Box, Hayden's, Kingsport Jewelry, Sterling Jewelers.

If one has a sweet tooth, in addition to many stores selling confectioneries as one of many items, there are Crawford's, Russell's, Wallace's, D & D Fruit & News, Kingsport Fruit & News, the Village Confectionery.

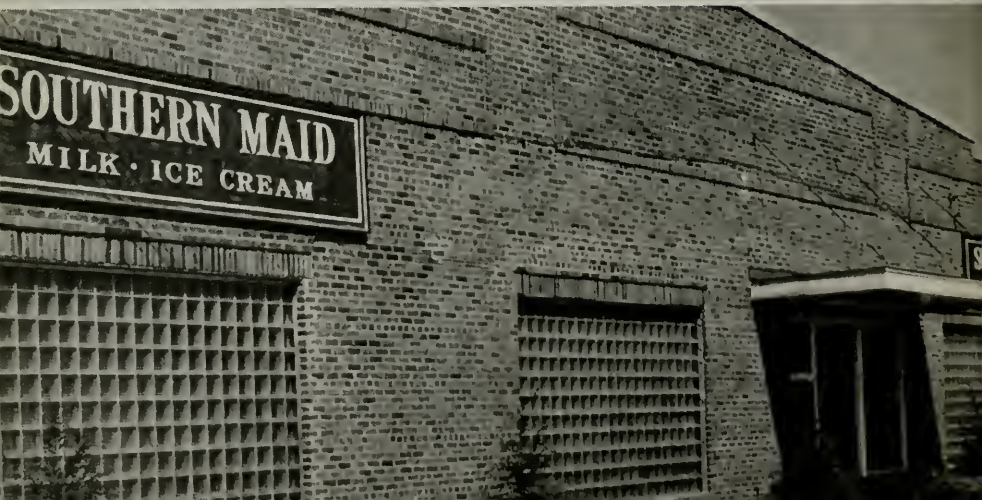
For the housewife looking for edible supplies for the family larder there is a wealth of grocers, markets, dairies and dairy products stores, fruit stores, ice cream manufacturers, and a bakery. Among these stores some of the more familiar names will be recognized: Dixie Maid Bakery, Pet Dairy Products Company, Southern Maid, Inc., Foremost Farms, Inc., Cut Rate Markets, Economy Stores, Kroger's, Atlantic & Pacific, Piggly Wiggly Grocery Company, Standard Brands, Inc., Little Store Super Markets, Stone's, Golden Rule; a total of 73 grocers and markets are listed in the current issue of the telephone directory.

Grouping the remaining types of merchandising establishments there may be found the ever-present Fuller brush agency; Thomas McNeer, Photographer; the Carl Swann Studio and Camera Shop; eleven drug stores including Armour's, Clinchfield, Cole's, Earles', Freels', Garden, Highland, Holston Drug, Holston Pharmacy, Kingsport and Vaught's; five florists, notably Backer Brothers', Hutchwallin and Kingsport Floral Shop; eight general merchandise shops; two meat markets; one sheet music and records shop; and three poultry dealers.

Business establishments: (1) Western Union Office, (2) entrance to Kingsport Electric Co., (3) Dixie Maid Bakery


PET ICE CREAM
PASTEURIZED MILK


FOREMOST DAIRIES, Inc
OF THE SOUTH
"We Believe In The South"
FOREMOST


SOUTHERN MAID
MILK · ICE CREAM

PROFESSIONAL SERVICES

Elsewhere is pictured and told the story of Kingsport's fine Holston Valley Community Hospital. It is not surprising to find that the city is ably served by the medical profession. Listed in the current issue of the local telephone directory will be found: twenty-three physicians and surgeons (and several are still in military service); one osteopathic physician; four chiropractors; two eye, ear, nose and throat specialists; two naturopathic physicians; many of these professional persons serve on the staff of the community hospital.

In the field of dentistry there are eight dentists offices and a dental laboratory.

An accredited local opthal lens manufacturer and a wholesale optical goods house join with six registered optometrists in providing professional service.

There are twenty-one members of the local realtors (real estate) board in the city and a total of twenty-eight realtors and real estate specialists are listed.

Eleven different drug stores provide one or more registered pharmacists each to serve the public needs.

Rounding out the professional picture will be found available: four certified public accountants; fifteen attorneys-at-law; two income tax specialists; an aviation school (at Tri-City Airport); one chiropodist; one veterinarian; two public notaries; seven photographic studios; one public stenographer, an architect, two civil engineers, and two completely equipped funeral homes.

Under construction at present is a new medical arts building located conveniently in the down-town area.

Dairies, etc.: (1) *Pet Milk Co.*, (2) *Foremost Dairies, Inc.*, (3) *Southern Maid, Inc.*


KINGSPORT LUMBER & SUPPLY CO.


UNION SUPPLY CO.
— BUILDING MATERIALS —
PAINT
CO.


R A Y - G I B B O N S L U M B E R
O F I N G
PAINT
MILLWORK
GLASS

WHOLESALE HOUSES

The development of wholesale business is generally the evolvement of retail volume to the point where the individual retailer begins to buy in quantities of such magnitude that he is able to resell on a wholesale basis upon favorable terms to smaller retailers and thus becomes the distributing jobber.

During the past decade, notwithstanding the five war years, the wholesale business fabric of Kingsport has been woven rapidly and with increasing yardage. Not very many years ago, had one of the present wholesale houses of Kingsport attempted to sell as a jobber to the larger retail institutions of neighboring cities, his representative would probably have been greeted with laughter and the cryptic statement: "Sell us? We don't buy from Kingsport, we sell Kingsport!" Not so today.

Many of the wholesalers of Kingsport are also retailers. Dobyns-Taylor and W. B. Greene Company are large retailers and equally large wholesalers; both operate as retailers in not only the hardware field but in selling agricultural equipment, chinaware, household electric appliances, floor coverings, furniture, gifts, mill supplies, paint, radio sets, electric ranges, electric refrigerators, electric washing machines; Dobyns-Taylor also sell silverware and jewelry.

Probably Slip-Not Belting Corporation and Kingsport Electric Company should be credited with being the original large scale wholesalers operating within the city. Slip-Not Belting Corporation (see page 165) was started in 1926, following the closing of the Grant

Business establishments: (1) *Kingsport Lumber & Supply Co.*, (2) *Union Supply Co.*, (3) *Bray-Gibbons Lumber Co.* (*under construction*)


DOBYNS-TAYLOR
BEE HIV


W. B. GREENE CO. INC.
W. B. GREENE CO. INC.
"The Best Place to Get It"
HARDWARE-MILL SUPPLIES & ALLIED LINES

2


32 STARS ARE IN
"DUFFYS TAVERN"
MUSICAL TREAT
HARDWARE
HARDWARE



Leather Corporation, and immediately began to act as wholesalers of mill supplies in addition to the manufacture and selling of belting. It specializes in power transmission equipment. Started as a motor rewinding shop in 1924, the Kingsport Electric Company expanded in the early 1930's to become one of the largest electrical goods wholesalers in the state. It represents many of the nationally known electrical equipment producers and supplies complete electrical installations from the simple household requirements to the largest and most complicated electrical power control units, motors, power transmission units and lighting installations, as well as all types of electrical fittings, etc.

Among the other wholesale houses located in the city will be found: Templin Equipment Company, purveying commercial air conditioning equipment; Automotive Service and Supply, Inc., wholesale automotive equipment and automobile parts; Dixie Maid Bakery, wholesale bakers; Kingsport Chero-Cola Company, beer and other beverages; Beverages, Inc., Royal Crown Bottling Company and 7-Up Bottling Company, furnishing beverages wholesale; Salyer Candy Company, wholesale confectionery; Kingsport Fruit & Ice Company; Jones Wholesale Company and Kingsport Grocery Company, wholesale grocers; American News Company and Blackburn News Agency, wholesale news dealers; Gulf, Pure Oil, Shell, Sinclair, Standard, Texas and Kingsport Oil Company, wholesalers of gasoline, oils, greases and supplies; Southeastern Optical Company, distributors of optical goods; Radio Electric Supply Company, radio supplies; etc.

Business establishments: (1) *Dobyns-Taylor Co.*, (2) *W. B. Greene Co., Inc.*, (3) *Kingsport Hardware*, (4) *Kingsport Laundry*


RESTAURANT
A&P
SUPER MARKET


2


CUT-RATE MARKET
CUT-RATE
Market
CUT-RATE
SUPER MARKET
TO THE DOOR OF
THOUSANDS of BARGAINS


JOHNSON-GENTRY
FURNITURE CO. INC.
RANGES - APPLIANCES
HOME FURNISHINGS

It is extremely difficult, if not impossible, to adequately and equitably draw the line between the strictly mercantile or retail activities and the vast number and variety of service organizations that are primarily service units in a community, and at the same time vie with other establishments for the citizens' dollars. Whatever the individual viewpoint, the arrangement herein is made without disparagement to any and with due prestige to all.

Running down the list we find the following: Railway Express Agency, Inc., handling both railway and air express transport; American Airlines and Pennsylvania Central Airlines, furnishing passenger and airmail transport, plus the air express; Huff Funeral Home and Hamlett-Dobson, Inc., providing ambulance service and funeral direction; Holland Furnace Company, A. D. Feathers, Jankey Utilities Services, Inc., and Southern Sheet Metal Works, selling furnaces and supplying repairs; while Mills Motor Company and Seal's Motor Corporation garage motor cars.

Turning to the automotive field one may see that all makes of cars, trucks, tractors, trailers, buses, and even certain aeroplanes, motorboats and outboard motors are sold, serviced, repaired and wrecker service provided. Among the dealers and service agencies may be noted a few of the more familiar makers names: Dodge and Plymouth, W. A. Allen Motors, Inc.; Studebaker, Pontiac, Packard, and Century Speed Boats, Robinson Cruisers and Ercoupe planes, Brashear Motors; Buick,

Business section views: (1) *A & P Super Market, Macgil Restaurant,* (2) *Kroger's,* (3) *Cut-rate Market,* (4) *Piggly Super Market, Johnson-Gentry Furniture Co.*


USED CARS


CHEVROLET
2


DRUGS
3




BUICK
5


BRASHEAR MOTORS


CHRYSLER
7


MORELOCK MOTORS GARAGE



and Oldsmobile, Cherokee Motors; Cadillac, La Salle, and Chevrolet, Latimer-Looney Chevrolet, Inc.; Chrysler, Plymouth, Mills Motor Co.; Ford, Mercury, and Ford Tractors, Craft Motors, Inc.; Nash, Morelock Motors; to which might be added some nine dealers in automobile parts, eighteen repair concerns, and dealers in trucks: Federal, Robinson Federal Sales & Service Corp., and International, Farm Equipment Company. Scattered about the city are thirty-one service stations, four tire inspection stations and eighteen establishments selling and recapping and repairing tires.

For the tonsorial embellishment of the male there are seven modern barber shops, and for the ladies nineteen beauty shops and a beauty culture school.

Bicycles may be repaired at Judd's and the Radio Hospital; bookkeeping service may be had from Clyde Bunn; the Kingsport Bowling Center, operated by "Speedy" Clyce, one of Kingsport's former baseball stars, offers recreation.

Should one require the services of building construction contractors, there are seven available: Armstrong Construction Co.; Cassell Brothers; J. P. Deal; John C. Davis; C. E. Jacobs, Inc.; J. E. Myers; and W. R. Sproles Construction Company, with several plumbing, heating, painting and paving contractors to complete the job. For building materials one finds these firms listed: Citizens Supply Corporation; Hall Brothers Lumber Co.; Kingsport Cinder Block Co.; Kingsport Concrete and Cinder Block Co.; Kingsport Lumber & Supply Co.; Union Supply Co., and a new concern just now constructing its warehouses and yard, the Bray-


SNACK SHOP


REAL ESTATE
OFFICE EQUIPMENT

2


CHARLES
Fashion
BEN FRANKLIN STORE


STERCHI BROS
The Sabra Shop
ROYAL CR
COLA

Gibbons Lumber and Supply Co. For brick it's the General Shale Products Company (see page 189) and the cement sold in the city is more likely than not to be Pennsylvania-Dixie, made in Kingsport (see page 159). Brooks Sand & Gravel Company furnish sand, gravel and ready-mixed concrete.

In the field of electrical servicing, armature winding is done by Kingsport Armature Motor Works and the Tennessee Valley Electric Motor Works; repairing of electric appliances is done by the agencies selling such equipment and by Judd's; electrical contract work is furnished by Cherokee Electrical Co., Sanders Electric Co., and Watson Electric Co., while electric radio repairs are available at Brown's Radio Clinic, Clayton Brothers, Dewey's Radio Service, Haney-Campbell Electric, Munroe's, Radio Electric Supply, Radio Hospital and Service Electric Company.

For dry cleaning service there are eleven establishments and for laundry service there are three: Kingsport, Modern and Royal.

Coal for domestic use may be secured from nine dealers; feed for poultry and livestock from eight distributors; fertilizers from three feed stores; glass for glazing from Holston Glass Co.; young chicks from the Jackson Hatchery; hay for cattle from J. C. Sampson Produce & Feed Co., and other feed stores; ice from the Cherokee Ice Co.; livestock is sold by auction every Saturday by Kingsport Livestock Auction Corporation; shrubbery may be secured for beautifying the home site from the Kingsport Nursery; poultry may be bought from J. L. Kincheloe and Knight's Poultry Farm;

Business section views: (1) Kingsport Office Supply Co., Snack Shop, (2) Copeland Office Equipment, (3) East Sullivan Street at Five Points, (4) Broad Street north from Market Street.

produce is sold by several of the agencies purveying feed: City Feed & Produce Co.; J. C. Sampson Produce & Feed Co.; J. R. Tranbarger Produce and Feed Co.

The Singer Sewing Machine Agency sells and services the handy equipment universally used in the home, while the Dalton Sewing Shop does sewing for those who desire that service.

If hungry, there are many restaurants and eating places ready to serve one's appetite, including the Kingsport Inn dining room, the Macgil Restaurant (formerly the United Nations Restaurant), Peggy Ann Coffee Shop, Cavalier Grill, Center Street Grill, Phoenix Restaurant, Mack Ray's Cafeteria, the Snack Shop and twenty-eight others, not to mention the many drug store lunch counters and the barbecue spots. A wide range in cafeteria, counter and dining room services and in prices are available.

Transportation is handled elsewhere but a word should be said about the rail lines that maintain offices in Kingsport to render service to shippers and receivers of goods. In addition to the Clinchfield, the Atlantic Coast Line, Charleston & Western North Carolina, Columbia, Newberry & Laurens, and the Southern Railway System all have offices in the city; the Southern Railway maintains a District Freight Agent's office due to the heavy movement of freight out of Kingsport and to the Southern's lines.

Various types of metals are stocked and furnished by Slip-Not Belting Corporation, to be worked to the needs of the consumers by their own machine shops or by one of the service machine shops in the city, such as

Kingsport Foundry & Manufacturing Corporation and Kingsport Foundry & Machine Works.

Credit service is available from the Credit Service Bureau, Inc.; office help from the Whitney School of Business and general help, including many specially trained persons, from the U. S. Employment Service.

Insurance service is furnished by no less than sixteen agencies located within the city. Every form of insurance, in all of the nationally known companies, is available. Among the leading agencies are: Bennett & Edwards, F. J. Brownell & Son, Dougherty-Roller, Haga, Hillenburg, Home Beneficial Life, Interstate Life & Accident, Metropolitan Life, Moore & Walker, National Life and Accident, Pilot Life, Price & Ramey, State Farm Insurance Companies, State Farm Mutual.

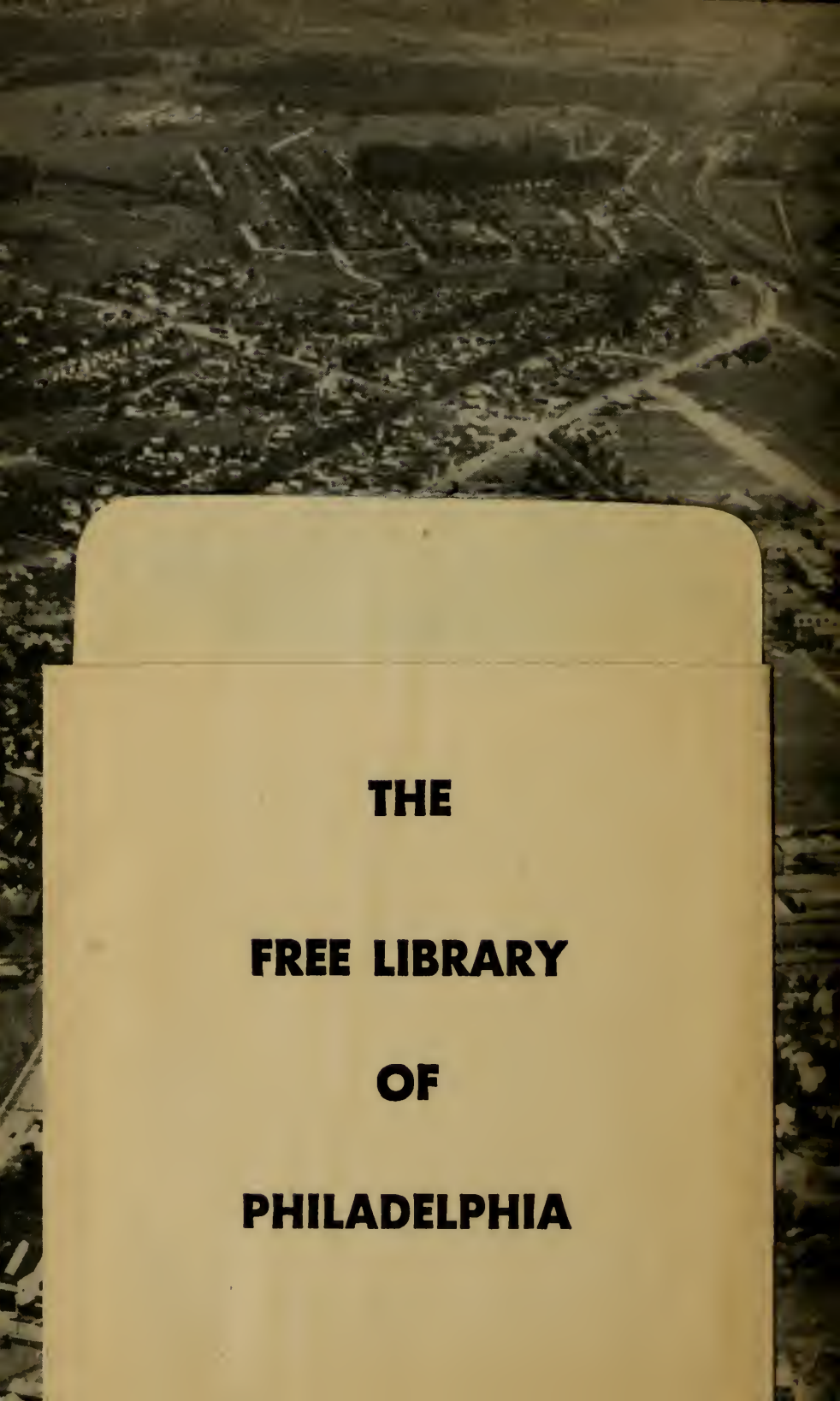
Commercial printing and lithographing is available from Howard-Duckett Company and Franklin Printing Co. Greeting cards may be had from these printers and from drug and department stores and Copeland and Kingsport Office Supply companies.

No attempt has been made in these pages to list every establishment or activity, nor to intentionally publicize any particular establishment. Rather, the attempt has been to give a broad general picture of the pattern of such activities, that the reader might visualize the potentialities as well as any deficiencies of the existing business structure.

Suffice it to say that the entire business district of Kingsport is undergoing a general "face-lifting" and improvement in type and scope of services to meet the continually expanding needs of the community.



Entering Kingsport from the West



THE

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